

# Cabinet Agenda



To: Mayor Jason Perry (Chair)

Councillors Jeet Bains, Jason Cummings, Maria Gatland, Lynne Hale,  
Yvette Hopley, Ola Kolade, Scott Roche and Andy Stranack

A meeting of the **Cabinet** which you are hereby invited to attend, will be held  
**Wednesday, 25 October 2023 at 6.30 pm. 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

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## AGENDA

**1. Apologies for Absence**

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

**2. 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 items(s) of business on today's agenda.

**3. Minutes of the previous meeting (Pages 5 - 22)**

To approve the minutes to the meeting held on Wednesday 27 September 2023 as an accurate record.

**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. Scrutiny Stage 1 (Pages 23 - 32)**

**6. IAP Exit Strategy (Pages 33 - 64)**

**7. 2024-28 Medium Term Financial Strategy Update (Pages 65 - 128)**

**8. Period 4 Financial Performance Report (Pages 129 - 162)**

**9. Regina Road Project - Selection of Delivery Model - Part A**

[To Follow]

**10. Large Panel System Tower Blocks - Outline Strategy  
(Pages 163 - 218)**

**11. Update on the Housing Transformation Programme  
(Pages 219 - 238)**

**12. Mayor's Business Plan 2022-2026 Performance Report  
(Pages 239 - 298)**

**13. Reopening Purley Pool and Leisure Centre: The Redevelopment Purley High Street Carpark and Leisure Centre PART A**  
(Pages 299 - 320)

**14. Croydon Corporate Parenting & Care Leavers Strategy**  
(Pages 321 - 372)

**15. Croydon Dementia Strategic Plan** (Pages 373 - 428)

**16. Council Tax Recovery - Council Tax Support Claimants**  
(Pages 429 - 488)

**17. Exclusion of the Press and Public**

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

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

## **PART B AGENDA**

**18. Regina Road Project - Selection of Delivery Model - Part B**

[To Follow]

**19. Reopening Purley Pool and Leisure Centre: The Redevelopment Purley High Street Carpark and Leisure Centre PART B**  
(Pages 489 - 520)

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## Cabinet

Meeting of Cabinet held on Wednesday, 27 September 2023 at 6.30 pm in Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX

### MINUTES

**Present:** Lynne Hale (Deputy (Statutory) Executive Mayor and Cabinet Member for Homes (Vice-Chair)), Councillors Jeet Bains (Cabinet Member for Planning and Regeneration), Jason Cummings (Cabinet Member for Finance), Maria Gatland (Cabinet Member for Children and Young People), Ola Kolade (Cabinet Member for Community Safety) and Scott Roche (Cabinet Member for Streets and Environment)

**Also Present:** Councillors Andy Stranack (Cabinet Member for Communities and Culture), Lara Fish (Deputy Cabinet Member for Customer Service), Margaret Bird (Deputy Cabinet Member for Health and Adult Social Care), Rowenna Davis (Chair of Scrutiny and Overview Committee), Stuart King (Leader of the Opposition), Callton Young (Deputy Leader of the Opposition and Shadow Cabinet Member for Finance), Amy Foster (Shadow Cabinet Member for Children and Young People), Christopher Herman (Shadow Cabinet Member for Streets and Environment), Enid Mollyneaux (Shadow Cabinet Member for Community Safety), Richard Chatterjee

**Apologies:** Councillor Andy Stranack who attended online

### PART A

The Executive Mayor reflected on the devastating event which led to a loss of a young teenage girl's life, on Wednesday morning. With the community shocked and saddened with the news, the Executive Mayor thanked those who responded quickly to the incident including the Police, Ambulance and Emergency Services and the community groups in Croydon and ensured the council's support to the Police in their investigations.

The Executive Mayor and the Leader of the Opposition, Councillor Stuart King, extended their deepest heartfelt condolences to the family.

Members of Cabinet and those present at the meeting stood to join the Executive Mayor in a one-minute silence.

43/23

**Disclosure of Interests**

There were none.

44/23

**Minutes of the previous meeting**

The Part A and Part B minutes of the Cabinet meeting held on Wednesday 26 July 2023 were approved as an accurate record.

45/23

**Urgent Business (If any)**

There were no items of urgent business.

46/23

**Scrutiny Stage 1**

The Executive Mayor introduced the Scrutiny Stage One and Stage Two reports together where the recommendation detailed on Early Help, Parking Policy consultation, Flood Risks, Equalities, and other areas. Further, there were responses to Scrutiny recommendations on the Financial Performance, Asset Disposals, and the Waste Contract.

The Chair of Scrutiny and Overview Committee, Councillor Rowenna Davis, addressed the Cabinet highlighting the following concerns from Scrutiny:

- Upon reflection on the recent Birmingham Council bankruptcy news: Scrutiny was assured by the Corporate Director of Resources (Section 151 Officer) that this council had no outstanding equal pay claims, and the request for extra funding for Croydon's Oracle system was very different to that in the Midlands, where it was functioning and able to meet capacity, though the funding was still a lot of the public's money.
- The Period 3 Finance Monitoring Report: Scrutiny were concerned that the General Fund was projected to balance with £4.5m from the corporate contingency fund with a projected departmental overspends, with more contingency fund spent than in the month before and could impact the Period 4 financial report should the trajectory continue. Officers acknowledged the scale of the challenge and assured Scrutiny that corporate control would be inserted into departments that were in breach of their budgets, which was welcomed.
- People's Finance: Following the rise in Council Tax, the hardship support funds was introduced, and Scrutiny welcomed the transparency following their request for the applications and awards of the scheme broken down into each ward. The total

number of households receiving the support was still very low as only 181 awards had been made. Scrutiny welcomed the Cabinet Member of Finance's commitment to change the back of the council's reminder and summons notifications to include a link to the hardship schemes.

- People Strategy Action Plan: The council's plan to transform its workforce concluded with excellent staff engagement on the project marking a real change in culture in the council. Scrutiny strongly recommended for target and action plan be reviewed to be SMART (Specific, Measurable, Achievable, Relevant and Time bound).

The Executive Mayor thanked the Chair of Scrutiny for her comments, and pointed out to the dedicated webpage for all the monitoring financial reports which were published online upon sign off instead of waiting to be heard at Cabinet meetings.

The Cabinet Member for Finance, Councillor Jason Cummings, responded to the point raised noting that the council was not in a position to be operating in a faster and more comprehensive financial procedures in relation to the Period Monitoring Report, and was working towards efficient working using standard operating procedures with the resources available. It was further noted that due to the council's financial position, reports were provided monthly, and published at the earliest possible opportunity. Secondly, it was to be noted that the hardship fund was specifically targeted following the council tax raise that was above the referendum level last year and should not be mistaken as a general hardship fund for the cost of living crisis or other financial pressures. There were other avenues of support provided by the council.

The Executive Mayor in Cabinet **RESOLVED**: To

- 1.1. Receive the recommendations arising from the meetings of the Children & Young People Sub-Committee held on 27 June 2023 (Appendix 1), the Streets and Environment Sub-Committee held on 11 July 2023 (Appendices 2) and the Scrutiny & Overview Committee held on 25 July 2023 (Appendix 3).
- 1.2. To provide a substantive response to the recommendation (a Scrutiny Stage 2 Report) at the Cabinet meeting on 22 November 2023.

47/23

## **Scrutiny Stage 2**

The Executive Mayor in Cabinet **RESOLVED**:

To approve the response and action plans attached to this report at Appendix A and that these be reported to the Scrutiny and Overview Committee or relevant Sub-Committees.

48/23

## **A Public Spaces Protection Order (PSPO) in Croydon Thornton Heath**

The Executive Mayor introduced the Public Spaces Protection Order (PSPO) in Croydon Thornton Heath report which also include the surrounding areas.

The report highlighted the support from residents with over 78% in agreement.

The Executive Mayor highlighted that as a result of the feedback provided by the Local Policing team, the PSPO footprint should be extended to include Thornton Heath Pond and the entirety of Grangewood Park. Ward Councillors were also consulted, and a petition was also received.

The Cabinet Member for Community Safety, Councillor Ola Kolade, addressed Cabinet highlighting that Thornton Heath was identified as an areas for crime and disorder and had been committed to the PSPO following consultation with the public and support from the Police.

The Police Inspector Ryan Holliday addressed Cabinet, highlighting their support for the PSPO in the Thornton Heath area which would bring positive outcome to residents residing within that area.

The Shadow Cabinet Member for Community Safety, Councillor Enid Mollyneaux, raised a question around the learning of the process as this was now the second PSPO in the borough, and asked what key learning could be taken forward following the responses from the consultation and organisations who responded on behalf of the public, further noting that a petition of residents voices was not included.

The Executive Mayor noted the key issues around data collection in the Thornton Heath Pond area which was not supported at the time, additionally following set procedures, the petition did not fit the criteria of the consultation, but to be reviewed in the future. The Corporate Director of Sustainable Communities, Regeneration & Economic Recovery, Nick Hibberd, added that following reflection the service had ensured that the process had considered and captured the data in the geographical area, which the recommendations were amended to also include the Thornton Heath Pond and Grangewood Park area. It was acknowledged that a petition was also submitted though of a different nature to the data



captured, and thus the consultation was enough to result to the conclusions within the recommendation.

The Opposition Leader, Councillor Suart King, welcomed the outcome and recommendations within the report, and acknowledged that there was no reference of a signed petition for this consultation which drew concern for future petitions not added or referenced in consultations, additionally, the map in appendix six of the report, did not show the Thornton Heath Pond in the boundary of the new PSPO.

The Executive Mayor responded that the Thornton Heath Pond area was inclusive of the boundary. The Order did include Thornton Heath Pond and the map would be addressed accordingly. The Corporate Director of Sustainable Communities, Regeneration & Economic Recovery, Nick Hibberd, added that the PSPO was a regulatory order, and it was important that data was present for sound analysis, to which the form was designed for.

The Executive Mayor in Cabinet **RESOLVED**:

- 1.1. To consider the outcome of the statutory consultation on the proposed Public Spaces Protection Order (PSPO) in and around the geographical area of Thornton Heath;
- 1.2. To note the strong support for the proposal with over 78% of respondents agreeing with the need for a PSPO in and around the geographical area of Thornton Heath;
- 1.3. Having due regard to the outcome of the statutory consultation and in the light of the consideration of the equalities matters and the public sector equality duty detailed in this report to approve the making of the PSPO covering the geographical area in and around Thornton Heath for a term of three years and in accordance with the draft Order set out in Appendix D;
- 1.4. To approve the process for the implementation of the PSPO in and around the geographical area of Thornton Heath.

49/23

### **Youth Safety Delivery Plan**

The Executive Mayor introduced the Youth Safety Delivery Plan report highlighting the need to have a clear plan for improving youth safety. The report highlighted the commitments to work closely with the voluntary sector and community partners.

The Cabinet Member for Children and Young People, Councillor Maria Gatland, addressed Cabinet informing that the Children Social Care department had worked very closely with community safety and the Director of Children Social Care was working closely with Councillor Ola

Kolade for this delivery plan. The Cabinet Member for Community Safety, Councillor Ola Kolade, added that the plan reflected on the huge amount of work produced within the last twelve months, which continued to build and develop. The plan included the partnership of the council, young people, the community partners and residents. Lastly, officers were seeking to identify public health funding to support additional elements in this work.

The Police Inspector Ryan Holliday shared with Cabinet that he looked forward to the progression of the plan and how their service could also contribute and work together with the council.

The Shadow Cabinet Member for Children and Young People, Councillor Amy Foster highlighted points for further explanation in the delivery plan particularly around violence against young women and girls by people they know, and areas for development for sex and related education to keep girls and young women safe from male violence. Her question was around the council's out of date sex and relationship education scheme of work on the website, how can the council ensure that the future funding and priorities were also looking at the violence against young women and girls and the work to reduce male violence in the borough.

The Executive Mayor thanked Councillor Amy Foster for her comments highlighting that though the plans linked there was a separate delivery plan for the violence against young women and girls, and youth safety. There was ongoing work around each delivery plan which would review points raised.

The Shadow Cabinet Member for Community Safety, Councillor Enid Mollyneaux, welcomed the content of the delivery plan, and was concerned of the absence of parents within the various plans. Her question asked of where the average person could illustrate and find immediate help to support their family, in terms of stopping young people becoming victims or getting involved in gang activity and criminal activity.

The Executive Mayor informed that the council worked with many community groups with a lot of focus working with the mentoring groups, groups with young people and also with parenting groups, which would be reviewed on the clarity within the delivery plan. The Cabinet Member for Community Safety, Councillor Ola Kolade, informed that organisations like "Walk With Me" do support parents with youth safety issues, and as part of the delivery plan the council aimed to engage with some of the organisations that were part of the Community Safety Engagement Board to address parent support, noting the voice of parents and young people were important.

The Executive Mayor in Cabinet **RESOLVED:**

- 1.1. To endorse the work delivered to improve youth safety in the last year.

- 1.2. To agree the plan contained in appendix 1 as the three-year delivery plan.
- 1.3. To support the development of public health funded initiatives to improve youth safety.
- 1.4. To agree the commitments to working with the voluntary sector and communities as outlined in the plan and section 6.

50/23

## **Report on 10 Experimental Healthy School Streets Schemes (Group 2)**

The Executive Mayor introduced the Report on 10 Experimental Healthy School Streets Scheme (Group 2), highlighting that the report planned to make permanent nine Experimental traffic Orders covering Healthy School /streets, which were trialled over the last eighteen months.

In brief, the trial reviewed whether the measures had an impact on road safety, reducing pollution and encouraged more walking in the chosen areas. As a result of the trial, it was proposed to withdraw the scheme around Keston Primary School.

The Cabinet Member for Streets and Environment, Councillor Scott Roche, addressed Cabinet that the ten schools named as part of the scheme were originally introduced in 2020 following the informal consultation exercise. The consultation responses were aligned with 3 key themes: (1) displacement of traffic onto surrounding roads; (2) access issues for deliveries; and (3) a money-making scheme. There was significant level of objection for Keston Primary School due to traffic displacement of concerns of the adjoining road, and Keston Primary School itself was not supportive of the scheme. As a result, only nine schools were to be made permanent of the scheme.

The Shadow Cabinet Member for Streets and Environment, Councillor Christopher Herman, addressed Cabinet welcomed the permanent expansion of the scheme which was popular with schools and parents to improve safety of school children. His question was around Keston Primary School, noting a return of traffic directly outside the school gates, causing an array of congestion and increased air pollution. How would the council respond to the complaints following the removal of the healthy school street.

The Executive Mayor responded that the data supported the objections and issues raised around the school, additionally with the school itself not in support of the scheme which should be considered. The Cabinet Member for Streets and Environment, Councillor Scott Roche, added that the consultation created the case for review for the removal.

The Executive Mayor in Cabinet **RESOLVED:**

- 1.1. To make the following 9 experimental traffic orders, which form the healthy school streets schemes (No. 1-3 and 5-10) detailed within this report, permanent:

School	Affected Road	Section	ETMO Cited As	Ref
Ecclesbourne Primary School	Atlee Close	Entire length of	The Croydon (Traffic Movement) (No.2) Experimental Order 2022	2022/19
Harris Primary Academy Croydon	Thompson Crescent and Chapman Rd	Chapman Road Between Kingsley Road and Fairmead Road, Thomson Crescent Between Kingsley Road and Euston Road	The Croydon (Traffic Movement) (No.3) Experimental Order 2022	2022/20
St Thomas Beckett Catholic Primary School	Dickenson's Lane	Entire length of road	The Croydon (Traffic Movement) (No.4) Experimental Order 2022	2022/21
Harris Primary Academy Haling Park	Haling Rd	Between the north to south arm of Haling Road and Selsdon Road	The Croydon (Traffic Movement) (No.5) Experimental Order 2022	2022/22
Downsview Primary School	Marston Way	Entire length of road	The Croydon (Traffic Movement) (No.7) Experimental Order 2022	2022/24
Christ Church CofE Primary School	Montpellier Rd	Between Brighton Road and the common boundary of Nos. 84 and 86 Montpellier Road	The Croydon (Traffic Movement) (No.8) Experimental Order 2022	2022/25
Oasis Academy Ryelands	Sandown and Oakley	Oakley Road entire length of, Sandown entire length of	The Croydon (Traffic Movement) (No.9) Experimental Order 2022	2022/26
Ridgeway Primary School	Southcote Rd	southcote Rd: between The Ridgeway and the westernmost junction with Ellenbridge Way	The Croydon (Traffic Movement) (No.10) Experimental Order 2022	2022/27
St Joseph's Catholic Primary Junior School	Woodend	Entire length of road	The Croydon (Traffic Movement) (No.11) Experimental Order 2022	2022/28

- 1.2. To withdraw The Croydon (Traffic Movement) (No.6) Experimental Order 2022 effective as of 21 October 2023 in respect of the

Keston Healthy School Street in Keston Avenue and not to proceed to make it permanent; and to authorise the Corporate Director of Sustainable Communities, Regeneration and Economic Recovery to take steps necessary to publicise this withdrawal and remove any associated signage and other measures in place as a result of the experimental order.

- 1.3. Subject to approval of recommendation 2.1 above, to delegate authority to the Corporate Director of Sustainable Communities, Regeneration and Economic Recovery to undertake all measures necessary to make the 9 experimental orders permanent Traffic Management Orders, including pursuant to the statutory requirements of the Road Traffic Management Act 1984 and Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996 and make arrangements for the enforcement thereof.

51/23

### **Equality Annual Report 2023**

The Executive Mayor introduced the Equality Annual Report 2023, which showcased the progress made against each outcome outlined within the Equality Strategy for the years 2020-2024.

The Cabinet Member for Communities and Culture, Councillor Andy Stranack, addressed Cabinet highlighting some of the achievements over the past year which included the adoption of the George Floyd Race Matters Pledge and the Croydon Equalities Pledge. Further, a new People and Cultural Transformation Strategy was agreed and there were improvements in gender, disability and ethnicity pay gap. The key challenges included a better understanding of intersectional across different protected characteristics, global majority representatives at senior officer level in the council, understanding and collecting data on protected characteristics from the customers using council services, and working in better partnership with other statutory providers and those in the business and voluntary sector to improve health outcomes to all across Croydon.

The Chief Executive, Katherine Kerswell, thanked the Equality team, staff networks and Members of the staff Equality, Diversity and Inclusion Board who had been pivotal in this work where there was huge progress and new initiatives around this which was a huge step forward to the council.

The Executive Mayor in Cabinet **RESOLVED:**

To note the Equality Annual Report 2023 (Appendix A).

## Refreshed Croydon Equality Strategy 2023-27

The Executive Mayor introduced the Refreshed Croydon Equality Strategy 2023-2027 report, which was a refresh of the Equality Strategy that sought to build on the foundations laid out by the original strategy.

The Cabinet Member for Communities and Culture, Councillor Andy Stranack, addressed Cabinet that the key elements of the refreshed strategy were to ensure clear actions and measurable outcomes, and thanked all staff and Members involved in the development of the strategy.

The Leader of the Opposition, Councillor Stuart King, welcomed the report and endorsed the approach adopted and the three outcomes, and commented that the refreshed should raise new issues to consider such as the absence of a delivery plan, and asked how Members would be satisfied that there would be robust targets, key performance indicators and monitoring of all seventy-two actions. Further, why the care experienced young people and the treatment of protected characteristic not currently proposed in the strategy.

The Executive Mayor responded that there was work in place relating to care experienced young people through the Corporate Parenting Board which was ongoing. The assurances of delivery plan would be assured following the proposal of the report to be heard at full Council in October.

The Cabinet Member for Communities and Culture, Councillor Andy Stranack, added that the strategy was to be owned by the whole of Croydon and to develop a successful delivery plan, all departmental management teams were part of the process and though this would take time, it was to cover the whole community of Croydon. The Director of Policy, Programmes and Performance, David Courcoux, added that the delivery plan once developed, would be built on the seventy-two actions set out in the strategy, and there would be visibility of the outcomes, which would be built into a delivery plan working with the whole organisation in the council. Members would have oversight in Scrutiny and Cabinet. The Equalities Manager, Denise McCausland, added that services were working on the delivery plan in collaboration with the Directorate Management Team.

The Executive Mayor thanked all staff involved in the delivery of the refreshed plan.

The Executive Mayor in Cabinet **RESOLVED**:

- 1.1. To agree the refreshed Equality Strategy 2023-2027 (Appendix A) and the updated Equality Objectives at paragraph 4.11 and refer them to Full Council with a recommendation for approval.

- 1.2. To adopt the London Local Government Anti-Racism Statement, developed by the London Councils Chief Executives London Committee (Appendix B), and refer it to Full Council for noting.
- 1.3. To appoint the Executive Mayor as the political lead, and the Chief Executive as the Senior Responsible Officer, for race.
- 1.4. To delegate to the co-chairs of the Council's Equality, Diversity and Inclusion Board (or any successor board), in consultation with the Executive Mayor and Cabinet Member for Culture and Communities, the authority to approve and monitor the delivery plan for the refreshed Equality Strategy once adopted.

53/23

### **Progress update on the People and Cultural Transformation Strategy 2022-2026 and Action Plan**

The Executive Mayor introduced the Progress update on the People and Cultural Transformation Strategy 2022-2026 and Action Plan report, which was on a journey of improvement to ensure the council delivered good quality services for residents. The report noted the achievements to date, and providing a framework to take Croydon forward as a place that effectively recruits, manages, and invests in its staff to ensure future sustainability.

The Cabinet Member for Finance, Councillor Jason Cummings, addressed Cabinet informing that the update covered a number of areas including key activities already delivered and plans for future development and delivery.

The Shadow Cabinet Member for Finance, Councillor Callton Young, asked a question which overlapped with the refreshed race equality strategy, was how the council could ensure that the promised increased and opportunities for staff in underrepresented groups, translate into real and measurable outcomes overtime. Further, how would the promotion of positive action in the legal sense of the strategy be carefully managed so staff do not feel that the gap in the workplace was down to them and not systems and processes that led to race discrimination in the workplace.

The Executive Mayor responded that this strategy had been through a lot of committees and there had been a lot of involvement for positive change, and a move for a positive cultural place within the workforce ensuring plans in place to support underrepresented groups and pay gaps. The Cabinet Member for Finance, Councillor Jason Cummings added that the co-design requires for co-delivery, and careful monitoring would be reviewed to measure the equalities impact going forward. There was a significant journey the council was to take.

The Assistant Chief Officer, Elaine Jackson, added that as part of the strategy was to measure the success. The council had committed to a number of hard measures, in all projects there were implementation measures, culture audit, improving opportunities for staff and under representative groups with monitoring, health and wellbeing absence indicators, recruitment and retention data would also be important and many more, of which a combination of these would ensure the tools to deliver a good service.

The Executive Mayor in Cabinet **RESOLVED**:

- 1.1. To receive an update on the People and Culture Transformation Strategy 2022-2026 development and action plan; and,
- 1.2. To note the achievements to date, work in progress, planned actions, and the contents of the report and Action Plan.

54/23

### **Period 3 2023-24 Financial Performance Report**

The Executive Mayor introduced the Period 3 2023-24 Financial Performance Report, which remained on track for a balanced budget.

The Cabinet Member for Finance, Councillor Jason Cummings, addressed Cabinet that there had been no change for the balance position overall. Though the Children and Young People department continued to forecast an overspend, which was a result of placement costs and staffing overspend. Work was ongoing to mitigate the overspend, and such overspend was widespread across the wider local government sector. Croydon was in a position to forecast a balanced year-end position by using part of the contingency reserves set aside for such circumstances.

The Shadow Cabinet Member for Finance, Councillor Callton Young, raised a questioning asking what assessments had been made with the risk associated with continuing vacancies should they persist, what were the plans to bring overspending services back on track and the resolution of high placement costs. Further, what could be said of the options being prepared by the council for government in place of the original plan to write off debt.

The Executive Mayor responded that there were a wide range of options and ongoing conversations with government. With the Period 3 report, there was ongoing mitigating overspend. The Cabinet Member for Finance, Councillor Jason Cummings, added that the potential risks relating to vacancy levels across council was varied between departments and regular communications were held in relation to this. Further, the spending of placement costs was under intense review which related to the necessary spend for extremely vulnerable individuals and complex circumstances, and the council always sought to find the best value and



reviewed provision to ensure appropriateness. In relation to the staffing overspend, this was currently under review to be reflected in future reports.

The Leader of the Opposition, Councillor Stuart King, asked a question relating to the progress being made following conversations with government concerning the council's debt, and should the council not secure a debt write off before the budget setting for 2024-25, the council would need to revert to a Plan B to balance the budget. Further could residents be reassured that threshold increase in council tax would be ruled out as part of the budget setting proposals for 2024-25.

The Executive Mayor responded that as part of the conversations a number of measures were being reviewed, secondly the council tax cap was a one-off increase, to which the council would not go through the council tax cap again as a local authority. The Cabinet Member for Finance, Councillor Jason Cummings, added that the Plan B consideration was incorrect, and the data held within the MTFs was based on forecast of a deal not received from central government, and predicted the use of capitalisation directed each year to meet the gap which was not sustainable long term. The Plan A consideration focused on the long-term stability of the council and planning for the position tabled to control.

The Executive Mayor in Cabinet **RESOLVED:**

- 1.1. To note the General Fund revenue budget outturn is forecast to breakeven at Period 3, after the forecast utilisation of £63m capitalisation directions requested from DLUHC and £4.5m of the corporate risk contingency budget. It is not planned to utilise the risk contingency budget and directorates will work to bring the service directorate positions within budget.
- 1.2. To approve within budget inter-directorate virements from Corporate to service directorates for non-pay inflation (£20.698m) (para 4.70), economic demand pressures (£1.716m) (para 4.72), Independent Living Fund (ILF) grant now included in the Social Care Grant (£0.960m) (para 4.68), and the transfer of equal grant income and expenditure budgets for the Adult Social Care Discharge Fund and the Market Sustainability & Improvement Fund (net nil budget change) (para 4.68).
- 1.3. To note the progress in MTFs savings achievement as set out in paragraph 4.82.
- 1.4. To note the work that has commenced on the Council's Transformation Programme as set out from paragraph 4.77.
- 1.5. To note the Housing Revenue Account (HRA) revenue budget outturn is forecast to overspend by £3.8m.

- 1.6. To note the General Fund capital programme 2023-24 forecast underspend of £2.8m against the revised capital budget of £144.3m.
- 1.7. To note the HRA capital programme 2023-24 forecast overspend of £4.1m against the revised capital budget of £33.2m.
- 1.8. To note the Council's historic legacy borrowing and debt burden continues to be critical to the sustainability of the Council's revenue budget. Dialogue with the Department for Levelling Up, Housing and Communities (DLUHC) continues, and the Council is seeking further financial support from Government in regards to its level of indebtedness and balancing the budget to ensure it can deliver sustainable local government services.
- 1.9. To note that the Council continues to operate Spend Control Panels to ensure that tight financial control and assurance oversight are maintained.
- 1.10. To note that current forecasts are based on the best available information at the time and will be subject to review and change during the financial year.

55/23

### **Quarterly Procurement Plan Update Q2 2023-24**

The Executive Mayor introduced the Quarterly Procurement Plan Update Q2 2023-24 report, which intended to streamline and improve the Croydon's approach to procurement. The report had set out changes to the Annual Procurement Plan as well as the governance process for agreeing each contract.

The Cabinet Member for Finance, Councillor Jason Cummings, addressed Cabinet that this report formed part of the adopted reporting process for procurement. Changes made to the procurement plan were detailed by contract within Appendix A of the report.

The Shadow Cabinet Member for Finance, Councillor Callton Young, welcomed the report and asked how the individual contracts that encountered delays were being managed to deliver work expected. Was there a robust challenge for the delays and was the functions properly resourced given the staffing levels addressed in the financial report.

The Cabinet Member for Finance, Councillor Jason Cummings, responded that there was robust challenge method for delays. The report was a living document intended to highlight and be transparent of the current position and opportunities for current bidders. Regarding resource, the benchmarking data shows that the council was fully resourced and does not lack staff within the procurement function.

The Executive Mayor in Cabinet **RESOLVED**:

- 1.1. To approve the Q2 update to the Annual Procurement Plan for 2023/24 as set out in Appendix A.
- 1.2. To approve the delegated decisions in the revised APP to those Lead Members or Officers as stated in Appendix A that includes the procurement strategy and award decisions, the duration of the contracts and contract values.
- 1.3. The delegated decisions shall only be exercised following recommendations from the Contracts & Commissioning Board, which include approval from both the Lead Cabinet Member and the Cabinet Member for Finance.
- 1.4. To allow for minor changes to proceed whilst retaining the agreed delegated so long as none of the following thresholds for changes are exceeded:
  - I. Contract value exceeds that proposed in the APP/Quarterly Update Report, by the lesser of £500K or 25%, or the new aggregate value exceeds £1m and it becomes a key decision
  - II. ii. Substantial / material changes to procurement from that defined in the APP/Quarterly Update Report e.g. material risks are identified

(Should either of those thresholds be exceeded, the delegation cannot be exercised, and the decision shall be recommended to the Executive Mayor, unless a further delegation is approved. Where a delegated decision is a Key Decision to Officers, it must be made in consultation with the Lead Cabinet Member).

56/23

### **Oracle Improvement Programme**

The Executive Mayor introduced the Oracle Improvement Programme report which recommended an investment of £740,000 to enhance the Council's Oracle Cloud solution for Finance, Procurement, Human Resources and Payroll, and improve the system's stability and continuity.

The Cabinet Member for Finance, Councillor Jason Cummings, addressed Cabinet that the report was recommending investment to develop the detailed implementation plan, to significantly improve operation across the council.

The Shadow Cabinet Member for Finance, Councillor Callton Young, supported the proposed investment of the Oracle system and asked a

question on how can successful be measured and whether consultation had been made with external auditors relating to metrics.

The Cabinet Member for Finance, Councillor Jason Cummings, responded that he had yet to consult with external auditors and would act on the recommendation.

The Executive Mayor in Cabinet **RESOLVED**:

To allocate an investment of £740,000 from the Transformation Plan revenue budget 2023/24 to provide resources to develop a detailed plan with workstreams, milestones and costs to implement the improvements to the Council's Oracle system as set out in this report.

57/23

### **Future of Croydon Affordable Homes**

The Executive Mayor introduced the Future of Croydon Affordable Homes that updated the operations and performance of both Croydon Affordable Homes LLP and Croydon Affordable Tenures LLP.

The report noted the change made to operational arrangements including the council's relationship with the Limited Liability Partnership (LLP) Board.

The Cabinet Member for Finance, Councillor Jason Cummings, addressed Cabinet that the report seeks to formulise arrangements between the council and the LLP companies and covers off the delegations needed to make the amendments. Further, there were no material financial affect from this.

The Shadow Cabinet Member for Finance, Councillor Callton Young, asked a question relating to the accounting issues and what reassurance could be provided to residents.

The Corporate Director for Resources (Section 151 Officer), Jane West, responded and reassured that in depth discussion of the issues had been resolved which resulted in a misunderstanding of accounting arrangements.

The Executive Mayor in Cabinet **RESOLVED**:

- 1.1. To note the update on operations and performance of Croydon Affordable Homes LLP and Croydon Affordable Tenures LLP.
- 1.2. To note the changes to working arrangements between the Council and the LLP companies.
- 1.3. To delegate to Corporate Director of Resources and S151 Officer, in consultation with Cabinet Member of Finance and Croydon

Companies Supervision and Monitoring Panel (CCSMP) to vary agreements between the Council and the LLP Companies.

58/23

**Exclusion of the Press and Public**

This was not required.

The meeting ended at 8pm

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# Agenda Item 5

## LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	<b>CABINET</b>	
<b>DATE</b>	<b>25 October 2023</b>	
<b>REPORT TITLE:</b>	<b>STAGE 1: RECOMMENDATIONS ARISING FROM SCRUTINY</b>	
<b>LEAD OFFICER:</b>	<b>Jane West, Corporate Director for Resources</b>  <b>Adrian May, Interim Head of Democratic Services</b> <b>T: 020 8726 6000 X 62529. Email:</b> <b><a href="mailto:adrian.may@croydon.gov.uk">adrian.may@croydon.gov.uk</a></b>	
<b>LEAD MEMBER:</b>	<b>Councillor Rowenna Davis</b>  <b>Chair, Scrutiny and Overview Committee</b>	
<b>AUTHORITY TO TAKE DECISION:</b>	Recommendations that have been developed from the Scrutiny and Overview Committee and its Sub-Committees since the last Cabinet meeting are provided in the appendices to this report. The constitution requires that an interim or full response is provided within 2 months of this Cabinet meeting.	
<b>KEY DECISION?</b>	<b>No</b>	N/A
<b>CONTAINS EXEMPT INFORMATION?</b>	<b>No</b>	Public
<b>WARDS AFFECTED:</b>	All	

### 1. SUMMARY OF REPORT

- 1.1 This report presents recommendations to the Executive from Scrutiny following meeting of the Homes Sub-Committee held on 24 July 2023.

### 2. RECOMMENDATIONS

The Executive Mayor in Cabinet is asked to:

- 2.1 Receive the recommendations arising from the meetings of the Homes Sub-Committee held on 24 July 2023 (Appendix 1).
- 2.2 To provide a substantive response to the recommendation (a Scrutiny Stage 2 Report) at the Cabinet meeting on 6 December 2023.

### **3 REASONS FOR RECOMMENDATIONS/PROPOSED DECISION**

- 3.1 There is a statutory requirement for Cabinet to receive the recommendations made by Scrutiny.

### **4 BACKGROUND AND DETAILS**

#### *Homes Sub-Committee – 24 July 2023*

##### *Item: Housing Transformation Plan Update*

- 4.1 The Sub-Committee welcomed the work being carried out by the new Damp & Mould Response Team and would encourage officers to continue their work with the private sector on addressing the issue.

##### *Item: Update on the Mobilisation of the Responsive Repairs & Heating Contracts*

- 4.2 From its discussion on this item, the Homes Sub-Committee welcomed the establishment of the Strategic Client Team and dedicated senior Social Value officer post, as well as the Council's approach to dealing with the backlog of legacy repairs.

##### *Item: Update on the Housing Strategy 2023-2028*

- 4.3 Following discussion of this item, the Homes Sub-Committee welcomed the work done so far in developing the Housing Strategy and were supportive of the engagement work undertaken through the Vision & Mission sessions with residents, tenants, leaseholders, and staff.
- 4.4 The Sub-Committee was also reassured that work on establishing a Housing Association Forum had already begun and asked that an update be provided to Members once this was completed.

### **5 ALTERNATIVE OPTIONS CONSIDERED**

- 5.1 Scrutiny meetings do not necessarily result in any recommendations to the executive.

### **6 CONSULTATION / PRE-DECISION SCRUTINY**

- 6.1 The recommendations were developed from the deliberations of either the Scrutiny & Overview Committee or one of its Sub-Committees.

### **7 CONTRIBUTION TO COUNCIL PRIORITIES**

- 7.1 Outcome 1: The Council balances its books, listens to residents and delivers good sustainable services:

Priority 4: Ensure good governance is embedded and adopt best practice The Council must learn the lessons of past failures and embed sound governance



processes to ensure that decision-making is transparent, open and honest. These must ensure effective control of our projects and programmes and encourage meaningful scrutiny and challenge.

## **8 IMPLICATIONS**

### **8.1 FINANCIAL IMPLICATIONS**

**8.1.1** The Scrutiny recommendations to the Executive may have financial implications. Following the recommendations being received at Cabinet, the Executive will identify and consider any financial implications as part of their response.

**8.1.2** If any recommendation is subsequently progressed for consideration and decision by the Executive Mayor in Cabinet, full financial (as well as legal, HR and equalities) implications would be presented.

Approved by Allister Bannin, Director of Finance (Deputy S151).

### **8.2 LEGAL IMPLICATIONS**

**8.2.1** Under Section 9F Local Government Act 2000 (“The Act”), Scrutiny and Overview Committee (SOC) have the powers to review or scrutinise decisions made, or other action taken in connection with the discharge of any executive and non-executive functions and to make reports or recommendations to the executive or to the authority with respect to the discharge of those functions. SOC also has the power to make reports or recommendations to the executive or to the authority on matters, which affect the authority’s area or the inhabitants of its area.

**8.2.2** Under Section 9FE of the Act, there is a duty on Cabinet to respond to the scrutiny report, indicating what (if any) action Cabinet proposes to take, within 2 months of receiving the report and recommendations.

**8.2.3** Approved by Sandra Herbert, Head of Litigation & Corporate Law on behalf of the Director of Law and Governance & Deputy Monitoring Officer

### **8.3 HUMAN RESOURCES IMPLICATIONS**

**8.3.1** There are no human resource implications arising directly from the contents of this report

### **8.4 EQUALITIES IMPLICATIONS**

**8.4.1** The Council has a statutory duty, when exercising its functions, to comply with the provisions set out in the Sec 149 of the Equality Act 2010. The Council must in the performance of its functions, therefore, have due regard to:

- i. eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under this Act.
- ii. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- iii. foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

**8.4.2** The recommendations in the appendices to this report have equality implications and will require an EQIA as part of the development of the proposals. The implications will be explored to identify impact and mitigation utilised to negate any adverse impact where necessary.

**8.4.3** Approved by: Naseer Ahmad for Denise McCausland Equality Programme Manager

## **8.5 ENVIRONMENTAL IMPLICATIONS**

**8.5.1** There are no environmental implications arising directly from the contents of this report, the report received recommendations from scrutiny, but no decision for recommendation.

## **8.6 CRIME AND DISORDER REDUCTION IMPLICATIONS**

**8.6.1** There are no crime and disorder implications arising directly from the contents of this report, the report received recommendations from scrutiny, but no decision for recommendation.

## **8.7 DATA PROTECTION IMPLICATIONS**

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

There are no Data Protection implications at this stage, but that the situation will be reviewed again at Stage 2 when Cabinet provide their response to the proposed recommendations.

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

**NO**

## **9 APPENDICES**

Appendix 1 – Scrutiny Stage 1: Recommendations from Homes Sub-Committee - 24 July 2023

## **10 BACKGROUND DOCUMENTS**

Meeting of the Homes Sub-Committee held on 24 July 2023

<https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=485&MId=3691&Ver=4>

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## Appendix 1 – Recommendations arising from Homes Sub-Committee, 24 July 2023

### Item: Housing Transformation Programme Update

Recommendation Number	Recommendation	Political Lead	Officer Lead
HOM.1.23/24	The Sub-Committee recommends that in order to provide clarity on the full scope of the programme, future updates on the Housing Transformation Programme should include a full list of all projects under each workstream, as well as additional detail mapping out the customer journey.	Cllr Lynne Hale	Susmita Sen

### Item: Update on the Mobilisation of the Responsive Repairs Contract

Recommendation Number	Recommendation	Political Lead	Officer Lead
HOM.2.23/24	The Sub-Committee recommends that each of the Responsive Repair Contractors should have a dedicated team that specialised in helping vulnerable tenants with their repairs, and that sub-contractors were not used for these jobs.	Cllr Lynne Hale	Susmita Sen

HOM.3.23/24	The Sub-Committee recommends that there should be additional qualitative monitoring of the contracts for the initial periods of commencement, to identify and address any potential cultural issues as early as possible.	Cllr Lynne Hale	Susmita Sen
HOM.4.23/24	The Sub-Committee recommends that the Council should have oversight of the training being provided to staff of each of the new contractors, and that the Council has the ability to monitor training attendance to ensure it is completed by all contractor staff.	Cllr Lynne Hale	Susmita Sen
HOM.5.23/24	The Sub-Committee recommends that as a priority, automation within the NEC system is used to identify where repeated calls are being logged for the same repair to ensure that the department is not reliant on individual officers proactively identifying issues.	Cllr Lynne Hale	Susmita Sen
HOM.6.23/24	The Sub-Committee recommends that the Council undertake a 'Mystery Shopping' exercise on the out-of-hours responsive repairs service to provide reassurance of service quality, and to identify and mitigate any issues.	Cllr Lynne Hale	Susmita Sen

**Item: Update on Housing Strategy 2023 - 2028**

<b>Recommendation Number</b>	<b>Recommendation</b>	<b>Political Lead</b>	<b>Officer Lead</b>
HOM.7.23/24	The Sub-Committee recommends that the Housing department deliver training on Domestic Violence to all frontline housing staff.	Cllr Lynne Hale	Susmita Sen

HOM.8.23/24	The Sub-Committee recommends that the final Housing Strategy should address the Council's relationship with the Housing Association and Registered Social Landlord sector in Croydon.	Cllr Lynne Hale	Susmita Sen
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## LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	Cabinet	
<b>DATE OF DECISION</b>	25 <sup>th</sup> October 2023	
<b>REPORT TITLE:</b>	Improvement and Assurance Panel Exit Strategy	
<b>CORPORATE DIRECTOR / DIRECTOR:</b>	Katherine Kerswell, Chief Executive	
<b>LEAD OFFICER:</b>	David Courcoux, Director of Policy, Programmes and Performance	
<b>LEAD MEMBER:</b>	Executive Mayor Jason Perry	
<b>KEY DECISION?</b>	No	N/A
<b>CONTAINS EXEMPT INFORMATION?</b>	No	Public
<b>WARDS AFFECTED:</b>	All	

### 1 SUMMARY OF REPORT

- 1.1** The Improvement and Assurance Panel's Exit Strategy sets out the activity the Improvement and Assurance Panel expects the Council to undertake in order to provide evidence to the Secretary of State that the London Borough of Croydon is now able to meet its duty of Best Value and deliver sustainable and continuous improvement into the future.
- 1.2** Though owned by the Panel, the Strategy has been developed in close partnership with the local authority and is testament to the strong working relationships in place. The Strategy is fully accepted by the Executive Mayor and Council and builds on actions and outcomes set out in the Executive [Mayor's Business Plan](#). The Exit Strategy notes the scale of improvement the authority has achieved to date, whilst reflecting on the shared and continued commitment of the Executive Mayor and the Panel to resolve the Council's outstanding challenges.
- 1.3** Delivery of the Exit Strategy will provide confidence that the authority is able to drive its own continuous improvement and demonstrate Best Value without a need for external intervention. This will provide the conditions for the Secretary of State to consider ending the government's statutory intervention in July 2025, or sooner should he decide to do so. It must be noted that long-term financial sustainability is, however, subject to the resolution of the Council's request to government for assistance in reducing the Council's extraordinary level of accumulated debt. A long-term solution is necessary to

enable the Council to deliver balanced budgets without ongoing exceptional financial support.

## **2 RECOMMENDATIONS**

For the reasons set out in the report and its appendices, the Executive Mayor in Cabinet, is recommended:

- 2.1** to note the Improvement and Assurance Panel London Borough of Croydon Intervention Exit Strategy at Appendix A.

## **3 REASONS FOR RECOMMENDATIONS**

- 3.1** Implementation of the Improvement and Assurance Panel Exit Strategy is a condition of the Government's exceptional financial support. It will enable the Improvement and Assurance Panel to give the necessary confidence to the Secretary of State that the Council is complying with its Best Value Duty and will maintain a sustainable course of continuous improvement into the future. The Secretary of State must be satisfied of this if the statutory intervention is to end by 20 July 2025, as planned.

## **4 BACKGROUND AND DETAILS**

- 4.1** In Autumn 2020 Croydon Council was subject to a Report in the Public Interest identifying wide-ranging and significant failures in leadership, governance and financial management. The report brought to light significant financial concerns, including serious weaknesses in the authority's strategy around commercial investment and residential development.
- 4.2** In November 2020, the Council issued its first S114 notice, indicating that it was in a position whereby it could not continue to deliver a balanced budget without exceptional financial support. Consequently, in December 2020, the authority requested support of over £150m over four years from 2020/21 from Government and were provided with an immediate Capitalisation Direction of £70m for 2020/21, with further Capitalisation Directions of £50m for 2021/22, £25m (in-principle) for 2022/23 and £5m (in principle) for 2023/24.
- 4.3** In February 2021, in response to the findings of the Report in the Public Interest and an External Assurance Review commissioned by the Department for Levelling Up, Housing and Communities, the then Secretary of State appointed a non-statutory Improvement and Assurance Panel to oversee Croydon's recovery efforts.
- 4.4** The Panel was appointed to advise and support the Council and to report to the Secretary of State at regular intervals on the progress of the 'Croydon Renewal Plan' developed by the authority. The Council has worked closely with the Panel since its

inception and it is noted that significant progress to deliver against the Renewal Plan has been made, including the delivery of £90m savings in 2021/22 and 2022/23 and a further £36m is planned for 2023/24. This has meant tough political and organisational choices.

- 4.5** In 2022, following the election of Croydon's first directly elected Executive Mayor, Jason Perry, and at his direction, the authority embarked on an 'Opening the Books' exercise. This, alongside external audit reviews of past expenditure, identified a range of additional challenges, including the need to rectify legacy budget errors totalling £160m in one off costs and nearly £50m in ongoing annual shortfalls. The Council subsequently issued a second 114 notice in November 2022 as a result of the additional historic finance issues brought to light through the Opening the Books review. It was also forced to request a further Capitalisation Direction from the government for £224.6m to balance these new historic costs.
- 4.6** The historic financial issues uncovered through the Opening the Books review left the Council with a £60m a year recurring budget gap, a significant amount of which related to the exceptional costs of servicing the Council's debt. In response, the Executive Mayor took the difficult decision to reduce this by £22m a year by proposing an above the cap increase council tax of 14.99%. This was the highest council tax rise in the country in 2023/24 and reduced the £60m structural deficit and the ask of Government to £38m.
- 4.7** Croydon Council has a £1.6bn debt (including £300m Housing Revenue Account debt). Though a range of measures including asset disposal and transformation in service delivery will reduce this, the scale of the debt burden means the authority is unable to deliver a balanced budget without exceptional financial support and a longer-term solution from Government. To date, Capitalisation Directions totalling £369.6m have been approved in principle by Government, and the Council remains in discussion with the Government about its long term financial sustainability.
- 4.8** Following the significant increase in Capitalisation support, and in line with a wider approach to financially distressed local authorities, on 20 July 2023 the Secretary of State for the Department of Levelling Up, Housing and Communities announced the issuing of Directions to strengthen the remit of the existing Improvement and Assurance Panel in Croydon. The Directions moved the Improvement and Assurance Panel to a statutory footing and remain in force until 20 July 2025, unless the Secretary of State considers it appropriate to amend or revoke them at an earlier date than that which is set out in the Directions.
- 4.9** In his [Written Ministerial Statement](#) on 20 July 2023, the Secretary of State welcomed that Croydon Council "has made good progress in laying the foundations for its recovery" and noted that as a result "the Council will continue to lead their recovery" under the new arrangements.
- 4.10** Unlike other financially distressed local authorities, the Secretary of State has not chosen to remove any powers from the Council or to install Commissioners. As a result, the Executive Mayor and Council remain in control of all functions. Whilst the

Improvement and Assurance Panel has been given the power to direct the authority should it feel that Croydon is not making sufficient progress in delivering its recovery efforts or is likely to breach its Best Value Duty, in practice it has not felt the need to do so.

- 4.11** In his Written Ministerial Statement announcing the change, the Secretary of State stated that “decisions will continue to be made by the Council; the intention being that the Panel will only use their powers of instruction as a last resort if they are dissatisfied with the Council’s improvement processes.” This interpretation was confirmed by the Chair of the Improvement and Assurance Panel Tony McArdle at the Scrutiny and Overview Committee on 25 July 2023.
- 4.12** It should be noted that since its appointment in 2021, the Improvement and Assurance Panel has had the ability to issue Advice Notes to the Council setting out areas of significant concern. Six such notes have been issued over that period, with the last one issued in 2021.
- 4.13** The authority has worked closely with the Panel, as well as external partners such as the Local Government Association, to develop the Exit Strategy, whilst continuing the day-to-day work of driving its improvement efforts. The organisation is committed to continue working with the Panel to deliver the Strategy.

## **5 THE EXIT STRATEGY**

- 5.1** The Exit Strategy sets objectives, actions and outcomes under five themes, mirroring those the External Assurance Review in November 2020 originally identified for improvement. In the remit given by the government in July 2023 in moving the Panel to a statutory role, Finance, Housing and Transformation were identified as priority areas and so these are given specific focus within the Strategy. The majority of activity in the Exit Strategy reflects priorities set out in the Executive Mayor’s Business Plan and draws upon work which is already planned or underway.
- 5.2** The Strategy details actions that will be required against the following areas:

### **1 Governance:**

The Council will need to be operating effective and mature governance arrangements which enable robust and transparent decision-making, which is supported by external validation.

### **2 Culture and Leadership**

Culture across the organisation is improved and is driven by continuous monitoring, including through staff and resident engagement, and there is evidence of increasing public trust.

### **3 Financial stability**

The authority's finances remain on a sustainable footing and are backed up by robust finance governance procedures. This will also be supported by some key measures, including asset sales, closing down Brick by Brick and developing a business plan for Fairfield Halls.

#### **4 Service performance**

Each service area will be subject to a range of measures, centred around the ability to meet statutory requirements whilst delivering good outcomes for residents and contributing to Croydon's ongoing financial stability. This will be backed up by external validation from appropriate regulatory bodies.

#### **5 Capacity and Capability to improve.**

The authority will need to demonstrate continuous ability to improve, with the Transformation Programme serving as a key part of this. This encompasses a range of work underway to create a council fit for the future.

- 5.3** The Strategy breaks progress milestones down into intervals set for March 2024, September 2024 and March 2025, which coincide with the Panel's bi-annual progress reports by letter to the Secretary of State. These reports and the Ministerial responses received will continue to be published by the [Department for Levelling Up, Housing and Communities](#).
- 5.4** The Council remains committed to working closely with the Panel to ensure that each milestone is met in line with the timelines set out in the Strategy, and earlier where possible.
- 5.5** The authority is transparent about the fact that successful delivery of the Exit Strategy does not mean that there will not be further improvements required of it, and that sustaining the progress made to date will not be challenging; instead, it signifies that the Council no longer requires external intervention to give confidence to Government that it can do this.
- 5.6** This is referenced in Tony McArdle's (as Chair of Croydon's Improvement and Assurance Panel) comments to Croydon's Scrutiny and Overview Committee on 25 July 2023: *"This is not about being perfect. With exception of the inability at the moment for the Council to operate under its own means, the Council is, as most other authorities are, meeting the duty of best value without necessarily being perfect. So, this is about trajectory, it's about direction of travel, and it's about being able to assure the Secretary of State in couple of years' time that this journey is sustainable and unlikely to fail."*

## **6 ALTERNATIVE OPTIONS CONSIDERED**

- 6.1** None. The Council must demonstrate that it continues to take the necessary steps towards recovery and improvement, with assurance of this from the Improvement and Assurance Panel, as a condition of the Government's exceptional financial support.

The Secretary of State must be satisfied that the authority has the capacity and capability to sustain its own continuous improvement if the statutory intervention is to end on 20 July 2025, in line with the Directions. Delivery of the Exit Strategy will help to provide evidence of this and the Council's positive trajectory of improvement.

## **7. CONTRIBUTION TO COUNCIL PRIORITIES**

- 7.1** The Improvement and Assurance Panel Exit Strategy is focussed on ensuring that the authority meets its Best Value Duty, maximising efficiency and effectiveness and strengthening governance. In doing so, it supports the achievement of Outcome 1, 'The Council balances its books, listens to residents and delivers good sustainable services,' in particular Priority 1: Get a grip on the finances and make the Council financially sustainable,' and Priority 4 'Ensure good governance is embedded and adopt best practice.'

## **8. IMPLICATIONS**

### **8.1 FINANCIAL IMPLICATIONS**

- 8.1.1** The Exit Strategy includes objectives to put the Council's finances on a sustainable footing, with robust finance governance procedures in place and delivered by a capable Financial Service division. It supports delivery of the Medium Term Financial Strategy, with the balanced budget achieved for 2024/25 (with exceptional financial government support) and a balanced budget for 2025/26 (with either further exceptional financial support or via resolution of the discussions taking place with the government over the methods by which financial sustainability may be restored).
- 8.1.2** The Council bears the cost of the Improvement and Assurance Panel's work. Whilst the exact amount varies it represents a significant additional cost to the authority's revenue budget. Once the statutory intervention ends in July 2025 or sooner and the Panel's work is concluded, there will be a commensurate annual saving to the revenue budget.
- 8.1.3** As noted in 1.3 above, the long-term financial sustainability of the Council remains dependent on a resolution of the authority's request to government for assistance in reducing its extraordinary level of accumulated debt. A long-term solution will be necessary to enable it to deliver balanced budgets without ongoing exceptional financial support.
- 8.1.4** Comments approved by Jane West, Corporate Director of Resources (Section 151 Officer) (Date 15/10/2023).

## 8.2 LEGAL IMPLICATIONS

**8.2.1** Following the ‘minded to letter’ on 16<sup>th</sup> March 2023 and the Council’s response on 31<sup>st</sup> March 2023, on 20<sup>th</sup> July 2023 the Secretary of State for Levelling Up, Housing and Communities (“the SoS”) issued Directions to the Council on the actions to be taken to comply with its Best Value Duty under the Local Government Act 1999. The SoS Directions require the Council to, amongst other matters, continue to address the culture of poor financial management; improve the capacity and capability of the housing service; restore public trust and confidence by transforming the Council’s activities, practices, and omissions to ensure that they are compatible with the best value duty; and secure that functions are exercised in conformity with the Best Value Duty, thereby delivering improvements in services and outcomes for the people of Croydon. The Directions are expected to remain in force until 20<sup>th</sup> July 2025, but they could be amended or revoked at an earlier date by the SoS if appropriate.

**8.2.2** The Council is still responsible for all decision making relating to its powers, functions and responsibilities and continues to lead on its recovery and improvements. The SoS-appointed Improvement & Assurance Panel has the power of last resort to instruct the Council to act if failing to comply with the Best Value Duty. The Panel also provides external advice, expertise and challenge to the Council and assurance to the Secretary of State on the Council’s progress with the actions required to meet the Best Value Duty. The draft statutory guidance Best Value Standards and Intervention (July 2023), which was recently the subject of public consultation, provides for a strategy and road map that identifies the route or action the authority should take to exit intervention. The draft guidance provides as follows:

### **“Exiting intervention.**

50. No local authority is perfect and in determining whether and when an intervention should end, it is important to ensure that reasonable standards are applied that clearly relate to the nature of failure identified in that particular local authority. Local authorities are not expected to be perfect before an intervention ends. The aim of all interventions is to resolve incidents of failure to the point where the authority can demonstrate that it now has the capacity and capability to sustain its own journey of continuous improvement without the need for further external involvement. Commissioners or, where appropriate, chairs of statutory improvement and assurance boards are responsible for assessing the levels of risk and confidence that the Secretary of State can rely on when determining whether or not to end an intervention.
51. It is essential that commissioners/board chairs and the authority work together from the outset to develop a clear road map which identifies what the intervention intends to achieve and the route the authority should take to exit intervention, noting that this may change over time. This will enable the authority to focus its efforts on improvement, to share a sense of achievement and confidence, and to maintain momentum with progress. The details of that exit strategy will be unique to each authority experiencing

intervention; it will depend on the nature of local failings and be sufficiently flexible to reflect the journey that the local authority is making. It will identify measurable criteria – “proxies for success” – in relation to individual functions and service areas which are specific and capable of being evidenced.....

52. When sufficient improvement has been made and the authority can demonstrate it is able to sustain its own journey of continuous improvement, the Secretary of State will consider evidence from the commissioners/board chairs and any other relevant sources such as peer challenges ..... “

**8.2.3** The Council must now deliver on the actions and outcomes contained in the Exit Strategy to evidence improvements required to meet its Best Value Duty and to end the statutory intervention.

**8.2.4** Comments approved by Stephen Lawrence- Orumwense, Director of Legal Services and Monitoring Officer (Date 16/10/2023).

### **8.3 EQUALITIES IMPLICATIONS**

**8.3.1** Detailed Equality Impact Analyses (EQIAs) have been undertaken for all key strategies and decisions undertaken by the Council relating to its recovery and improvement activity to date, to ensure that the authority fulfils its requirements under the Public Sector Equality Duty.

**8.3.2** Such analysis will continue to be provided for any key activity arising from the Exit Strategy.

**8.3.3** Comments approved by Helen Reeves, Head of Strategy and Policy. (Date 12/10/2023)

### **8.4 HUMAN RESOURCES IMPLICATIONS**

**8.4.1** An essential element of the Council’s Exit Strategy and associated transformation pivots upon a significant range of strategic workforce objectives, including culture change and delivering better services for residents. The Council has developed and approved through Cabinet a four-year People and Cultural Transformation Strategy and action plan. The strategy was approved by the Executive Mayor in January 2023, and the associated action plan in September 2023.

**8.4.2** The development of the strategy and action plan has taken a co-creation approach where c.250 employees have contributed to the development of the seven strategic delivery pillars and associated actions. Co-creation has included working with trade unions, staff networks, the guardians’ programme, front line employees and managers. The process of co-creation in itself has been a culture change embracing as many employees as possible and demonstration of the Council listening to employees.

**8.4.3** Approved by: Dean Shoesmith, Chief People Officer (Date 13/10/2023).



## **8.5 APPENDICES**

A. Improvement and Assurance Panel London Borough of Croydon Intervention Exit Strategy

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# **Improvement and Assurance Panel**

**London Borough of Croydon**

## **London Borough of Croydon**

### **Intervention Exit Strategy**

## Preface

The government's proposals for the process of exiting an intervention are currently the subject of a wider consultation encompassing all aspects of intervention. The value in having clarity from the outset in identifying the route an authority should take to exit intervention is nonetheless inescapable. While navigating that route will necessarily be an iterative process (not least in that, at the point of initiation of an intervention, not all of the issues facing an authority may be fully clear or well enough understood), having a plan from which to work helps all involved have a sense of the challenges involved in the endeavour that needs to take place. It also provides a direct 'thread' leading from the clear expression of the problem that has precipitated the intervention (via an External Assurance Review, for example) and the intended solution.

This exit strategy has been produced following the initiation of a statutory intervention at Croydon in July 2023. There has, however, been a non-statutory intervention in place since 2021, initiated following a series of reports, including two Reports in the Public Interest issued by the Council's auditors and an External Assurance Review ('the Rapid Review' of November 2020) commissioned by the Department for Levelling Up, Housing and Communities (DLUHC). During this time the Council has made very good progress towards resolving many of the failings that these reports uncovered. The Council has also during this time unearthed other problems which were not identified in those earlier reports, and which have significantly added to the scale of the challenge, not least in financial terms.

While this strategy is necessarily concerned with looking forward, and setting out the key challenges that remain to be tackled, it is nonetheless reasonable that it also picks up on the work undertaken thus far, and so provide that 'thread' which leads from the problem to its resolution.

## Intervention Timeline

In Autumn 2020 Croydon Council was issued with a Report in the Public Interest identifying significant failures in leadership, governance and financial management. These wide-ranging failures had precipitated an immediate crisis in financial terms, which centered on the Council's strategy of commercial investment and residential development. In November 2020, the Council issued its first S114 notice, flagging that it was in a position whereby it could not continue to operate without exceptional financial support.

In December 2020, the Council requested exceptional financial support of over £150m over four years from 2020/21. The government provided an immediate Capitalisation Direction of £70m for 2020/21 designed to address outstanding deficits and commitments, with further Capitalisation Directions of £50m for 2021/22 and £25m (in-principle) for 2022/23.

In response to the findings of the Report in the Public Interest and the External Assurance Review commissioned by the Department, the then Secretary of State for Levelling Up, Housing

and Communities appointed a non-statutory Improvement and Assurance Panel. The Panel was appointed to advise and support the Council's recovery efforts and to report to the Secretary of State at regular intervals on the progress of the 'Croydon Renewal Plan' developed by the Council as a response to the crisis and as a basis for the Council's recovery, financially and in all other respects. It is worthy of note that in pursuit of this Plan, the Council has so far delivered £90m savings in 2021/22 and 2022/23 and a further £36m is planned for 2023/24.

However, requirements laid upon the Council as a result of external audit reviews of past expenditure and resulting from the Council's own review of its accounting arrangements (the 'Opening the Books' initiative initiated by the Executive Mayor in 2022) identified that the full scale of the Council's financial challenges was far greater than had originally been envisaged. Ongoing annual budget errors totaling nearly £50m have had to be corrected, including erroneous charges to the Housing Revenue Account (HRA) and overstated income budgets. One-off corrections have also had to be made in relation to the incorrect accounting treatment of Croydon Affordable Homes, historic overcharging of General Fund costs to the HRA and an understated Provision for Bad Debt.

The Council has amassed £1.6bn in debt (incl. £300m HRA debt), much of it unsecured, and holds significantly less value than this in terms of assets for disposal. Whilst operational improvements, including cost reductions in delivery, have and must continue, the annual charges that are required to service this debt (which by 2024/25 is projected to be 19% of core spending power compared to the current median for England of 8%) mean that financial sustainability can only presently be achieved through the receipt of continuing Capitalisation Directions from the government, which in March 2023 were agreed totalling a further £161.6m to meet the newly discovered budget errors from 2019/20 to 2022/23, plus £63m in order to balance 2023/24. The overall 2023/24 budget was only balanced with further savings of £36m and with an exceptional and substantially above cap 14.99% council tax increase. To date, Capitalisation Directions totalling £369.6m have been approved by the government. The Council is in discussions with the government over the methods by which its financial sustainability may be restored. As of October 2023, these discussions are not yet concluded.

On 20 July 2023, the Secretary of State for the Department of Levelling Up, Housing and Communities announced the issuing of Directions to strengthen the remit of the existing Improvement and Assurance Panel as an action to secure compliance with the Best Value Duty required under the Local Government Act 1999. The Directions moved the Improvement and Assurance Panel to a statutory footing and will remain in force until 20 July 2025 unless the Secretary of State considers it appropriate to amend or revoke them at an earlier date.

## Exit Strategy

This Exit Strategy is owned by the Improvement and Assurance Panel and describes the tangible improvements they expect the Council to make by March 2025. It is a reflection of the successful model of working that has been developed at Croydon between the Panel and the Council that this strategy has been developed with the full input and support of the Council. The

Strategy will provide a framework against which the Panel can report the Council's progress. It will reflect the fact the Council has plans in place to drive further improvement as well as a proven commitment and focus that is shared with the Panel on resolving Croydon's outstanding challenges. The delivery of the Strategy will enable the Secretary of State to have confidence in the trajectory of improvement of the London Borough of Croydon in meeting its duty of Best Value not only now in sustaining its ability to do so in the future.

The government's initial intervention determination was based on the recommendations of the External Assurance Review undertaken in November 2020 which identified the need to secure improvement in the following areas: -

- Governance
- Culture and Leadership
- Financial stability
- Service performance
- Capacity and Capability to improve.

In providing the previously referred to 'thread' from this time to the planned conclusion of the intervention in July 2025, we have therefore chosen to set out the ambitions of the Exit Strategy under these same headings.

In the remit given by the government in July 2023 in stepping the Panel up to a statutory role, three particular areas (Finance, Housing and Transformation) were identified as the most pressing priorities. While making reference to all of the areas within which improvement was originally identified as being necessary, we have naturally focused on these areas within this Strategy. We have also identified the incremental progress needed at milestones which coincide with our bi-annual reports on progress to the Secretary of State.

As the £1.6bn debt burden is subject to ongoing discussion with the government, there may need to be revisions made to the Exit Strategy to incorporate any determinations that the government may make on that matter.

Tony McArdle – Chair  
Phil Brookes  
Pamela Leonce  
Brian Roberts  
Jon Wilson

6 October 2023

## Governance

The two Reports in the Public Interest were severely critical of governance failings at the Council. These failings were evident in structural elements of activity such as in the arrangements made for budget setting and monitoring, in record keeping; for the overview of Council-sponsored or controlled projects; and for accountability in respect of companies set up by the Council. The operating culture of the Council developed over time in such a way as to amplify these weaknesses, with little understanding being exercised or proper curiosity being demonstrated by either the political or managerial leadership, or by the scrutiny and audit functions of the Council, and with activity to address financial difficulties being largely directed towards lobbying the government for more money. Little was done to drive down cost in the operation of services (which were predominantly the highest in London) or in otherwise seeking to meet the statutory duty to constrain spending to what was affordable.

Substantial progress has been made in this area since November 2020. The initial response of simply stopping making poor decisions, fixing a target of 'London and/or sector average' in respect of costs and setting out to recover from the most evident examples of poor investment, all described at a high level in the 'Croydon Renewal Plan', have gradually been formalised into proper action plans and have been pursued with some success.

The major driver of governance change during this time was the decision by referendum in October 2021 to move the Council to a model of Mayoral decision-making. The subsequent election in May 2022 produced a Conservative Mayor, Jason Perry, but gave no overall control to the Council itself. Executive Mayor Perry has adopted what is termed a 'strong Mayor' model. The maximum level of delegated decision-making has been retained by him with only an advisory Cabinet in support.

The Executive Mayor has grasped the critical central requirement of returning to financial stability and has put this to the fore in his prioritised Mayor's Business Plan. He has accepted the need for very difficult decisions to be made in order to bring this about. We have observed that he takes a collaborative and transparent approach to taking forward these priorities, and debates upon them are vigorously and constructively held in the appropriate forums.

The Audit Committee is now independently chaired, and the Scrutiny Committee is chaired by the opposition. Whilst this is not a requirement, for Councils emerging from the sort of difficulties that Croydon has experienced it represents a mature commitment to transparency and openness which we believe is essential. Both arrangements are working much better than before, and their continued development will be hugely beneficial to the development and stability of the Council's governance arrangements.

The Council works closely with the LGA's Principal Adviser for London in respect of seeking challenge and advice, in developing and mentoring leading Members and in sourcing improvement external support for key service functions. This range of activity should

continue, and the Panel will work with the LGA (Local Government Association) to ensure that priorities for support are identified and addressed throughout this period and beyond.

<b>Objectives</b>	<b>Actions and outcomes by March 2024</b>	<b>Actions and outcomes by September 2024</b>	<b>Actions and outcomes by March 2025</b>
Operation of Governance Structures	<ul style="list-style-type: none"> <li>Budget and Council Tax for 2024/25 set by Council following timely and well-engaged process for deliberation.</li> </ul>		<ul style="list-style-type: none"> <li>Budget and Council Tax for 2025/26 set by Council following timely and well-engaged process for deliberation</li> </ul>
Development of mature governance informing decision-making	<ul style="list-style-type: none"> <li>Setting of work programmes for Scrutiny and Overview Committee, prioritised by the Council's Forward Plan for Decision-Making, and for Audit and Governance Committee, prioritised against the Council's risks and opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Clear evidence of recommendations from Committees receiving consideration in Executive Decision-Making</li> </ul>	<ul style="list-style-type: none"> <li>Setting of work programmes for Scrutiny and Overview Committee, prioritised by the Council's Forward Plan for Decision-Making, and for Audit and Governance Committee, prioritised against the Council's risks and opportunities.</li> </ul>
External validation of the effectiveness of governance arrangements		<ul style="list-style-type: none"> <li>Corporate Peer Challenge in place via LGA.</li> </ul>	



## Culture and Leadership

With the change to governance arrangements at Croydon introduced through the adoption of an Executive Mayoral model, and the subsequent election of a Mayor, the Council now has very well-defined executive arrangements at a political level. The Mayor has been clear on his ambitions and his priorities, these have been set out in the Mayor's Business Plan and are underpinned by the operational plans produced to support them. There is stable and consistent political leadership, and a culture of transparency and well-ordered decision-making has been established. Political discourse is robust, respectful and well-focused within the Council's deliberative and decision-making forums.

There has been a full-scale change in management at Chief Executive and Executive Director level. Initially these were interim appointments, but the majority are now permanent, and all are very experienced appointees. The consistency in approach and capability in managing change over an extended period is paying dividends.

Management support to and operation of the Council's governance arrangements is very capable and mostly based on best practice acquired through experience elsewhere. Reports and advice in respect of decision-taking are comprehensive, timely and clear. There is evidence of staff confidence in the changes. The emphasis of future work is in bedding-in these changes and in modelling the management behaviours that accompany them so that staff generally gain confidence that the Council is now very different from the one which got itself (and them) into such difficulties.

<b>Objectives</b>	<b>Actions and outcomes by March 2024</b>	<b>Actions and outcomes by September 2024</b>	<b>Actions and outcomes by March 2025</b>
<p>Organisation Culture improvement</p>	<ul style="list-style-type: none"> <li>• Reintroduce annual residents survey and analyse data to drive service improvement in targeted areas.</li> <li>• Reintroduce annual staff survey and regular pulse staff surveys and analyse data to drive improvements in working environment.</li> <li>• Staff sickness and turnover rates tracked and analysed and workplan in place to improve.</li> <li>• Complaints response time tracked, analysed and programme in place to improve.</li> <li>• Develop a new Council wide approach to resident engagement involving residents in co-design.</li> </ul>	<ul style="list-style-type: none"> <li>• Council has a baseline for resident trust and satisfaction levels with subsequent surveys showing improvement.</li> </ul>	<ul style="list-style-type: none"> <li>• Resident trust and satisfaction levels more in line with local government averages.</li> </ul>

## Financial Stability

As referred to above, the Council is in discussion with the government over the scale and nature of further extraordinary financial assistance. Hitherto, this has been by way of recurring Capitalisation Directions. As the Council stabilises and works through its challenges, so greater clarity is emerging over the precise scale of the financial challenge and of the nature of any such extraordinary support that would need to be provided. In any event, the Council has accepted the need to help itself towards stability to the greatest degree possible through spending prioritisation, efficiency savings and productivity enhancements, and asset disposals, underpinned by its updated Transformation Strategy.

In respect of asset disposals, the plan agreed in November 2022 is due to be reviewed in November 2023. The Council recognises that as it has had to increase the scale of financial support sought from government substantially since the current plan was set, and a revised plan needs to reflect the Council's best endeavours to derive value from such asset disposals so as to limit future exceptional funding requirements.

Objectives	Actions and outcomes by March 2024	Actions and outcomes by September 2024	Actions and outcomes by March 2025
Council’s finances on a sustainable footing.	<ul style="list-style-type: none"> <li>Balanced budget achieved for 2024/25 (with exceptional financial government support)</li> <li>An updated Transformation Programme is in place, which supports the delivery of the MTFS (Medium Term Financial Strategy).</li> </ul>	<ul style="list-style-type: none"> <li>Continue strategy of reducing unit costs across Council services.</li> <li>2023/24 outturn is within the approved budget without using unplanned reserves. Planned savings were delivered.</li> <li>Q1 budget monitoring for 2024/25 is forecasting at least a breakeven position or agreed actions are in place to address identified forecast overspends.</li> </ul>	<ul style="list-style-type: none"> <li>A balanced 2025/26 Budget and MTFS is in place. (This will be possible with either further exceptional financial support or via resolution of the discussions taking place with the government over the methods by which financial sustainability may be restored).</li> <li>An independent financial resilience assessment, including adequacy of reserves, and provisions has been undertaken and no significant concerns identified, to take place from Q3 24/25.</li> <li>The latest budget monitoring report for 2024/25 is forecasting at least a balanced outturn.</li> <li>Annual accounts for 2021/22, 2022/23 and 2023/24 have been completed and audited.</li> <li>All identified legacy financial issues have been addressed.</li> <li>Reduce service costs to agreed sustainable level, with plans for further cost reduction in place through 2025/26 budget, as identified in the MTFS.</li> </ul>
Robust finance governance procedures are in	<ul style="list-style-type: none"> <li>A Financial Improvement Plan (FIP) has been agreed</li> </ul>	<ul style="list-style-type: none"> <li>The Annual Governance Statement for 2023/24 demonstrates evidence</li> </ul>	<ul style="list-style-type: none"> <li>All RIPI and external audit recommendations that pre-date</li> </ul>

<b>Objectives</b>	<b>Actions and outcomes by March 2024</b>	<b>Actions and outcomes by September 2024</b>	<b>Actions and outcomes by March 2025</b>
place, delivered by a capable Financial Services division	by the Improvement and Assurance Panel.	that the Council has reached an overall assessment of substantial assurance. <ul style="list-style-type: none"> <li>The FIP is on-track.</li> </ul>	September 2023 have been implemented. <ul style="list-style-type: none"> <li>Progress against the Annual Governance Statement Action Plan for 2023/24 demonstrates continuous improvement has been embedded.</li> <li>The FIP demonstrates significant progress including improvements to the Oracle system completed; capacity and capability of Financial Services is good; financial risk management is effective; financial control environment including Internal Audit and Audit Committee are operating well.</li> </ul>
Maximise asset sales to reduce debt.	<ul style="list-style-type: none"> <li>Review Asset Disposal Strategy (Nov 2023) in order to identify all non-essential assets for potential sale, through external review and revisit asset sales target for 2024/25.</li> <li>Delivery of current asset disposal plan, with £50m min achieved in capital receipts in 2023/24.</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of asset disposal plan for 2024/25 is on track to be achieved.</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of asset disposal plan, with 2024/25 target (to be agreed in Nov 2023) achieved in capital receipts.</li> </ul>
Close down Brick by Brick	<ul style="list-style-type: none"> <li>Brick By Brick closed down by 31 March 2024, if this</li> </ul>		

Objectives	Actions and outcomes by March 2024	Actions and outcomes by September 2024	Actions and outcomes by March 2025
	<p>produces the maximum value for the Council.</p>		
<p>Develop Fairfield Halls business plan.</p>	<ul style="list-style-type: none"> <li>• Assessment completed to consider how maximum value can be achieved from Fairfield Halls on behalf of residents.</li> <li>• Fairfield Halls Business Plan agreed with the operator.</li> <li>• Finalise new lease with the current operator.</li> </ul>	<ul style="list-style-type: none"> <li>• Fairfield Halls Business Plan is delivering against milestones.</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment completed to confirm that maximum value is being achieved from Fairfield Halls on behalf of residents.</li> </ul>

## Service Performance

<b>Children's Services</b>			
<b>Objectives</b>	<b>Actions and outcomes by March 2024</b>	<b>Actions and outcomes by September 2024</b>	<b>Actions and outcomes by March 2025</b>
Demonstrates compliance with all legislative and statutory responsibilities and delivers good outcomes for children and young people.	<ul style="list-style-type: none"> <li>Refreshed self-assessment completed to inform annual engagement meeting with Ofsted.</li> <li>Peer review as part of South-West London alliance to provide practice assurance concluded.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of progress against transformation to improve practice, manage demand, increase effectiveness, and improve efficiency.</li> <li>Sustain demand for statutory children's social care intervention at current or reduced level whilst keeping children safe and minimising risk.</li> </ul>	<ul style="list-style-type: none"> <li>Transformation programme completed, activity and performance measures in line with comparable councils and quality of practice sustained as evidenced through inspection outcomes, particularly ILACs, but also JTIA, SEND (Special Educational Needs and Disabilities) and YJS.</li> </ul>
Ongoing delivery of the SEND agreed Safety Valve Plan and SEND strategy 2023 – 2026 which will mitigate risks to avoid burden on General Fund.	<ul style="list-style-type: none"> <li>Safety Valve milestones agreed with Department for Education (DfE) within Grant Conditions.</li> </ul>	<ul style="list-style-type: none"> <li>Agreed milestones met.</li> </ul>	<ul style="list-style-type: none"> <li>On track to achieve balanced budget with no in year overspend by end of 25/26.</li> </ul>
Transformation programme in place to maximise efficiency and effectiveness, optimise outcomes and manage demand.	<ul style="list-style-type: none"> <li>Focus agreed and project scoped.</li> <li>Procurement for external delivery partner completed.</li> </ul>	<ul style="list-style-type: none"> <li>Diagnostic delivered and programme of work agreed.</li> <li>Testing of new operating models.</li> <li>Benefits and savings tracked.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of new operating models.</li> <li>Benefits and savings on target to be achieved.</li> <li>Trajectory for future activity and spend identified.</li> </ul>
Secure external challenge partner to maximise efficiency and effectiveness.	<ul style="list-style-type: none"> <li>Challenge focus agreed and project(s) scoped and ready to initiate.</li> </ul>	<ul style="list-style-type: none"> <li>The right children are in the right placements at the right cost.</li> </ul>	<ul style="list-style-type: none"> <li>Unit costs reduced to be in line with DfE statistical neighbours.</li> </ul>

## Adult Services

Objectives	Actions and outcomes by March 2024	Actions and outcomes by September 2024	Actions and outcomes by March 2025
<p>Demonstrates compliance with legislative and statutory responsibilities and delivers good outcomes for residents.</p>	<ul style="list-style-type: none"> <li>• Care Quality Commission self-assessment completed.</li> <li>• Peer review concluded.</li> <li>• Improvement plan developed and enacted.</li> <li>• Quality assurance framework in place to provide practice assurance.</li> </ul>	<ul style="list-style-type: none"> <li>• Key business systems, data, and business intelligence systems in place to provide sound management information.</li> <li>• Adult Social Care Outcomes Framework and other outcomes data is comparable with similar authorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Quality of practice and delivery of outcomes is assured as evidenced by data and CQC Assessment.</li> <li>• Activity and performance measures in line with comparable councils.</li> </ul>
<p>Transformation program in place to optimise outcomes, Manage Demand and deliver sustainable budget.</p>	<ul style="list-style-type: none"> <li>• Procurement for delivery partner completed.</li> <li>• Diagnostic delivered and programme of work agreed.</li> </ul>	<ul style="list-style-type: none"> <li>• Testing of new operating models.</li> <li>• Benefits and savings tracked.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of new operating models.</li> <li>• Benefits and savings on target to be achieved.</li> <li>• Trajectory for future activity and spend identified.</li> </ul>



## Community and Place (SCRER Directorate)

Objectives	Actions and outcomes by March 2024	Actions and outcomes by September 2024	Actions and outcomes by March 2025
To deliver best value in respect to community assets including Libraries / Community Hubs	<ul style="list-style-type: none"> <li>Review and analysis of library buildings, location, and provision.</li> <li>Options for consultation agreed at Cabinet.</li> <li>Analysis of consultation responses and final recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>Future model of provision approved which meets statutory requirements and presents best value to the Council.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of approved model of service.</li> </ul>
Procurement of the Waste, Recycling, and street cleansing contract	<ul style="list-style-type: none"> <li>Publication of Contract Notice and Procurement Documents for competitive dialogue process (Waste, Recycling and Street Cleansing contract).</li> <li>Dialogue with Bidders (round 1).</li> <li>Dialogue with Bidders (Round 2).</li> </ul>	<ul style="list-style-type: none"> <li>Final evaluation and preferred bidder (Waste, Recycling and Street Cleansing contract).</li> <li>Progress demobilisation of existing contract.</li> <li>Cabinet approval for new contract award.</li> <li>Commence mobilisation of new contract.</li> </ul>	<ul style="list-style-type: none"> <li>New contract mobilised ready for April 2025 go live.</li> </ul>
Parking Policy Review	<ul style="list-style-type: none"> <li>Consultation on events and survey on draft parking policy.</li> <li>Options developed for revised parking tariffs.</li> <li>New ANPR (Automatic Number Plate Recognition) camera contract awarded.</li> <li>Roll out and installation of new ANPR cameras.</li> <li>New parking tariffs agreed.</li> </ul>	<ul style="list-style-type: none"> <li>New parking tariffs implemented, and effectiveness of policy changes assessed and reported.</li> </ul>	

## Housing

In March 2021 an ITV media report exposed the shocking living conditions endured by social housing residents living on the Council-owned Regina Road Estate, South Norwood. As the owner of these properties, the London Borough of Croydon commissioned a diagnostic report to investigate the underlying issues and failings that had led to such poor conditions. The investigation found that there were several issues leading to severe failings within the Housing directorate, including: lack of staff capacity and competence; lack of care and respect for tenants; poor use of data and intelligence; and poor performance by the repairs and maintenance contractors.

In May 2021 the Council was served a regulatory notice by the Regulator for Social Housing for breaching the Tenant Involvement and Empowerment Standard and the Home Standard. In response to these regulatory challenges and the pressing need for comprehensive improvements, an independent Housing Improvement Board was established in December 2021, with representatives from this Panel, residents, the LGA and London Councils. In addition, following extensive consultation with tenants and other key stakeholders, a Housing Transformation Programme was created in December 2022. The Programme has been developed to transform the services provided by the Housing Directorate to residents and provide a roadmap of the return to Compliance to the Regulator for Social Housing. It is a multi-year initiative, expected to span three to five years and is being delivered in phases with ongoing refinement.

<b>Objectives</b>	<b>Actions and outcomes by March 2024</b>	<b>Actions and outcomes by September 2024</b>	<b>Actions and outcomes by March 2025</b>
Croydon’s housing stock is rendered safe and compliant, meeting consumer and home standards, in accordance with the voluntary undertaking.	<ul style="list-style-type: none"> <li>Voluntary Undertaking Plan submitted to RSH (Regulator of Social Housing) and positive trajectory against the Plan achieved.</li> </ul>	<ul style="list-style-type: none"> <li>Continuing to demonstrate a positive trajectory in RSH KPIs and achieving good progression against milestones.</li> <li>TPAS revised resident involvement framework implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrable compliance with regulatory framework, with the removal of the regulatory notice.</li> <li>Overall improvements in customer satisfaction.</li> </ul>
The Council understands its stock, condition and the residents who live there. It has robust data	<ul style="list-style-type: none"> <li>Housing data cleansed and contained reliable information on customers, rental income, and service charges.</li> </ul>	<ul style="list-style-type: none"> <li>Improvement in delivery of housing services.</li> <li>Profiling information feeding into housing delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Rolling programme adopted to improve tenant characteristic data and clear examples of how they have been used to inform</li> </ul>

<p>assembled and uses this to inform service delivery and maximise income.</p>	<ul style="list-style-type: none"> <li>• Stock condition survey conducted for minimum of 33% of properties.</li> </ul>	<ul style="list-style-type: none"> <li>• Confidence in income charging methodology.</li> <li>• On track to complete 60% surveys by March 2025</li> <li>• Strong understanding of stock and the investment needed to achieve building safety and net zero compliance.</li> </ul>	<p>communication channels and service delivery.</p> <ul style="list-style-type: none"> <li>• Income maximised from rents and service charges.</li> <li>• Up-to-date reliable stock data available and effective management of stock is underway.</li> </ul>
<p>The long-term strategic aims and priorities of the Housing Directorate are determined by strategic business reviews.</p>	<ul style="list-style-type: none"> <li>• HRA Business Plan.</li> <li>• Housing Strategy.</li> <li>• Asset Management strategy.</li> <li>• Homelessness and Rough Sleeper Strategy.</li> <li>• Analysis of temporary accommodation.</li> <li>• Permanent recruitment to senior leadership posts is complete.</li> <li>• Damp and Mould programme underway and effectively monitored.</li> <li>• Revised approach to disrepair where numbers are stabilised, and financial implications are minimised.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic direction for housing services underway.</li> <li>• Homelessness Prevention &amp; Rough Sleeping Strategy implemented.</li> <li>• New temporary accommodation model in place.</li> <li>• A new structure for the directorate is in place and a marked reduction in the use of interims.</li> </ul>	<ul style="list-style-type: none"> <li>• All key housing services reviewed with agreed actions being implemented.</li> </ul>
<p>The Council develops and implements a Housing Regeneration and Supply strategy</p>	<ul style="list-style-type: none"> <li>• HRA Business Plan is informed by Stock condition survey and is approved along with Asset Management Strategy at Cabinet.</li> </ul>	<ul style="list-style-type: none"> <li>• Longer-term Housing regeneration programme being implemented including LPS blocks.</li> <li>• Delivery of Regina Road re-building programme commences funding for first phase secured, procurement route certain, and planning application submitted.</li> </ul>	<ul style="list-style-type: none"> <li>• New HRA business plan is implemented.</li> <li>• Regina Road programme continues, with a second phase launched.</li> </ul>

	<ul style="list-style-type: none"> <li>• Housing regeneration and New Supply Strategy Framework in place.</li> <li>• An agreed procurement plan to deliver Regina Road.</li> <li>• Options for disposal of underperforming properties explored.</li> </ul>	<ul style="list-style-type: none"> <li>• Housing regeneration and New Supply strategy approved at Cabinet.</li> <li>• Clear strategy in place regarding investing or disposing of assets.</li> </ul>	
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## Capacity and Capability to Improve

The Council's improvement plans are inherent to the Mayor's Business Plan 2022 – 26. The core expression of the Council's ambitions is set out in this Plan and is focused on balancing the books, listening to residents and delivering good sustainable services.

The Plan sets out a set of priorities and organisational principles for doing less but doing it better and for taking £100 million out of the base budget over the next four years in order to bring that about. The transformation programme for doing so was approved in November 2022 and established the foundations for change, including identification of a transformation budget of approximately £14 million across 22/23 and 23/24. The current MTFS assumes a further £5 million per annum thereafter.

This programme identifies seven portfolios comprising 39 projects designed to reduce the cost base, fix broken services, shrink assets, and ensure services do less but better. The Council has established governance to ensure oversight and delivery of this transformation programme which involves the Mayor's Advisory Board and a Transformation Internal Control Board. Corporate Directors and Directors have accountability and responsibility for the delivery of projects supported by corporate resources including a new post of Director of Transformation to ensure leadership and coordination of this activity.

The Authority is clear that, given the nature and scale of the financial challenge and the need for the Council to be sustainable, it must embark on a radical reshaping of the organisation, harnessing a renewed relationship with its workforce and residents.

<b>Objectives</b>	<b>Actions and outcomes by March 2024</b>	<b>Actions and outcomes by September 2024</b>	<b>Actions and outcomes by March 2025</b>
<p>The Council's transformation programme is delivering continuous improvement to cost-effective services in line with MTFS.</p>	<ul style="list-style-type: none"> <li>• Produce a Council Transformation Strategy 24-28 that lays out milestones, deliverables and agreed project management mechanisms.</li> <li>• Update governance arrangements as necessary.</li> <li>• Undertake a stocktake of Council-wide transformation activity to ensure full alignment.</li> <li>• Review staffing, skills and capacity to deliver Council transformation.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme deliverables on track</li> <li>• Governance reviewed to ensure senior leadership is driving delivery.</li> <li>• Publish reflective and regular reviews of progress and outcomes.</li> <li>• Update return on investment and benefits, both cashable and non-cashable.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme deliverables remain on track.</li> </ul>
<p>Council redesign for the future.</p>	<ul style="list-style-type: none"> <li>• Member and senior leadership engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• Vision and operating model established including new ways of working.</li> </ul>	<ul style="list-style-type: none"> <li>• Commence service redesign and remodelling including digital and technological solutions as well as all corporate services.</li> </ul>
<p>Build trust with residents.</p>	<ul style="list-style-type: none"> <li>• Produce options for improving resident experience and customer care.</li> </ul>	<ul style="list-style-type: none"> <li>• Produce programme and related business cases.</li> <li>• Produce a transformation engagement and communication plan.</li> </ul>	
<p>Build trust with the workforce.</p>	<ul style="list-style-type: none"> <li>• People and Culture Transformation Strategy and Delivery Plan on course.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff survey conducted.</li> <li>• Initiate work on refreshing values.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve Investors in People.</li> </ul>
<p>Customer Access and channel shift.</p>	<ul style="list-style-type: none"> <li>• Phase One diagnostic of Methods business process.</li> </ul>	<ul style="list-style-type: none"> <li>• Phase One projects in implementation and Phase Two</li> </ul>	<ul style="list-style-type: none"> <li>• Phase two business cases being delivered.</li> </ul>

Objectives	Actions and outcomes by March 2024	Actions and outcomes by September 2024	Actions and outcomes by March 2025
	improvement diagnostic complete and most significant opportunities agreed with business case approval and external partner on board to support changes.	detailed business cases developed.	
A streamlined, robust and responsive procurement function with clear roles and responsibilities focused on supporting affordable service delivery across the Council's activities.	<ul style="list-style-type: none"> <li>• Review existing processes to ensure governance is in line with contract criticality and value.</li> <li>• Review processes in conjunction with Finance to clearly define where responsibility for tasks should sit.</li> <li>• Identify further process improvements through better integration with Oracle.</li> <li>• Develop an improvement plan and a suite of performance metrics and targets to allow the function's improvement to be tracked and compared with sector best practice.</li> </ul>	<ul style="list-style-type: none"> <li>• Benchmark performance metrics against other authorities.</li> <li>• Demonstrate continual improvement in agreed metrics and review targets are appropriate and ambitious.</li> <li>• Right-size function to be fit for purpose for the volume and complexity of procurement activity.</li> <li>• Establish a mechanism for monitoring how the functions performance is meeting the needs of all service lines.</li> <li>• Ensure appropriate monitoring is in place to track performance against the targets set in the Annual Procurement Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieving above average benchmarked performance against metrics consistently.</li> <li>• Demonstrate that the function is fulfilling the reasonable demands of service lines in terms of responsiveness and affordability.</li> </ul>
Put in place robust systems and sound procedures including Oracle Project –finance and HR improving most used business	<ul style="list-style-type: none"> <li>• Complete detailed Oracle improvement design and implementation plan.</li> <li>• Cabinet approval of Full Oracle Improvement plan and associated funding</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Plan milestones being met.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Plan milestones being met.</li> <li>• Establishment and hierarchy held within the system are accurate with a robust</li> </ul>

<b>Objectives</b>	<b>Actions and outcomes by March 2024</b>	<b>Actions and outcomes by September 2024</b>	<b>Actions and outcomes by March 2025</b>
<p>processes and links to operational systems such as Liquidlogic and ControCC..</p>	<ul style="list-style-type: none"> <li>• Clear milestones for the project are in place.</li> <li>• Core project team defined in the September 2023 Cabinet report is in place.</li> </ul>		<p>Starters/Movers/Leavers process in place.</p> <ul style="list-style-type: none"> <li>• All budget monitoring activity for capital and revenue is being undertaken within the Oracle system.</li> <li>• Accurate timely reporting and transaction drill-down is available in the financial system.</li> <li>• End to end recruitment process takes place through the Oracle system</li> </ul>
<p>Contract management arrangements to be improved inc. register/ review/ record holding/ payment against work etc.</p>	<ul style="list-style-type: none"> <li>• Contract management arrangements improved through key contract managers being embedded in each service team. This includes a skills / capability assessment for each identified CM and put in place a CPD/ training package to ensure they have the requisite skills and training to undertake contract management.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular reviews and KPI's are in place for monitoring the performance of each contract. This will include ensuring that the contract register is up to date and fully maintained, and that spend profiling against contract is developed.</li> </ul>	<ul style="list-style-type: none"> <li>• Operating monitoring system in place which measures outputs, the performance of each contract and checking that the contract is delivering and meeting the outputs and benefits outlined in the business case.</li> </ul>



# Agenda Item 7

## LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	<b>CABINET</b>
<b>DATE OF DECISION</b>	<b>25 October 2023</b>
<b>REPORT TITLE:</b>	<b>2024-28 Medium Term Financial Strategy Update</b>
<b>CORPORATE DIRECTOR / DIRECTOR:</b>	<b>Jane West Corporate Director of Resources (Section 151 Officer)</b>
<b>LEAD OFFICER:</b>	<b>Jane West, Corporate Director of Resources</b>
<b>LEAD MEMBER:</b>	<b>Cllr Jason Cummings, Cabinet Member for Finance</b>
<b>KEY DECISION?</b>	<b>Yes</b>
<b>CONTAINS EXEMPT INFORMATION?</b>	<b>No</b>
<b>WARDS AFFECTED:</b>	<b>All</b>

### 1. SUMMARY OF REPORT:

- 1.1 Budget Council approved the 2023-24 General Fund revenue budget on 8 March 2023. The forward financial forecast for 2024-25 to 2027-28 (2024-28) is now refreshed and an update given on the key budget assumptions. A budget deficit, before allowance for savings, efficiencies and any further government support, of £75m is forecast for 2024-25, increasing to £137m by 2027-28.
- 1.2 Croydon's finances, like those of the wider local government sector, are under strain from inflationary pressures and increasing demand for essential social care, housing and welfare services. An allowance of £17m is made within the updated 2024-25 forecast for inflationary pressures and £13m to meet demand and legacy budget pressures. Overall, by 2027-28, new inflation and growth pressures of £111m are modelled.
- 1.3 Croydon's financial challenge is compounded by significant, and independently well documented, local historic legacy (governance, financial, service delivery and structural) issues. Legacy budget corrections of £49m were made in 2023-24 following the launch of the Opening the Books exercise by the Executive Mayor in July 2022. This has more clearly established the Council's underlying financial position. Whilst there is still a risk that further historic legacy issues may emerge that will impact on future budgets this risk is diminishing. Legacy budget pressures of £0.8m are included within the updated 2024-25 MTFS forecast.
- 1.4 On 22 November 2022 the Council's Section 151 Officer issued Croydon's third Section 114 report to make it clear to all residents in Croydon and all Councillors that the Council

faced a financial situation of an extremely serious nature with significant estimated unfunded financial deficits forecast from 2023-24 onwards.

- 1.5 Subsequent discussions with central government regarding the 2023-24 budget included agreement that:
- The 2023-24 Referendum Cap for council tax increases be increased from 4.99% to 14.99% for Croydon. 8<sup>th</sup> March 2023 Budget Council subsequently approved the additional 10% increase which will result in the Council generating additional income of £21m in 2023-24. It also meant that Croydon had the largest council tax increase in the country. The Executive Mayor made clear that this was a one-off decision to increase above the national cap and he would not support doing so again should government propose a higher referendum cap for Croydon.
  - Extraordinary Financial Support in the form of additional borrowing was made available to the Council by government through the offer of a capitalisation direction of £63m for 2023-24.
  - A further capitalisation direction of £161.6m was also made available, for prior years, to cover the historic legacy finance issues that were revealed through the Opening the Books programme.
- 1.6 These measures, along with the Council agreeing to make savings of £36m in 2023-24, enabled Croydon to set a balanced budget for 2023-24. The Council is therefore currently not subject to the S114(3) report issued on 22 November 2022. The updated 2024-28 financial forecast confirms that extraordinary government support continues to be necessary unless a resolution to the high cost of servicing the Council's £1.6bn debt, is found. For financial modelling purposes this support is assumed to be provided through the further award of capitalisation directions of £38m per annum. The Executive Mayor should note that this is an assumption only at this stage and no formal approval has been requested by the Council nor granted by the government.
- 1.7 However, the Executive is extremely concerned that the continued use of capitalisation directions which is the Government's only solution at this stage for councils in financial distress, simply adds to the already prohibitive cost of funding the Council's debt burden and increases the budget problems the Council faces.
- 1.8 For 2024-25 the Council's net cost of borrowing is forecast to be £72.5m<sup>1</sup> – an increase of £14.5m on 2023-24 and amounting to 19% of core spending power. Each additional £38m borrowed regarding the future capitalisation directions will add an estimated £3m per annum to future borrowing costs. The Executive remains in positive dialogue with the Government on alternative forms of financial support, such as a debt reduction of £540m or equivalent revenue support that would deliver estimated revenue budget savings of £38m. This would enable the Council to set balanced budgets that do not rely on future government support and do not put additional and avoidable pressure on Croydon's taxpayers.

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1 This excludes the saving from the asset disposal programme.

- 1.9 In January 2021 the Secretary of State for DLUHC (MHCLG) appointed an Improvement and Assurance Panel (IAP) to advise, support and challenge the Council on a non-statutory basis to help deliver the Croydon Renewal Plan and address the well documented governance and financial failures across the Council. The Council's historic legacy of service failings, poor financial management, weak decision making and poor governance of major investments resulted in a budget which cannot be sustained without government support – this is directly due to the amount of debt and debt servicing costs.
- 1.10 This is demonstrated through the Government's own Office for Local Government (OFLOG) financial sustainability indicators<sup>2</sup> which were first published in July 2023. They show Croydon's outturn position for 2021-22 and demonstrate that Croydon's debt level, and debt servicing cost, is far higher than the median figure for both England and the Council's nearest statistical neighbours (the 15 London boroughs that CIPFA consider are most like Croydon).

**Table 1 – OFLOG Financial Sustainability Data – 2021-22 Outturn**

	Croydon	Nearest neighbour median	England median
Debt servicing costs as a percentage of core spending power	16.0%	9.0%	8.0%
Total debt as a percentage of core spending power	478.6%	275.6%	226.7%

- 1.11 Following the outcome of the Executive Mayor's Opening the Books programme, a further request for significant extraordinary financial support from the Government had to be made by this Council. As outlined above borrowing permission for £224.6 million was granted. This took the Council's overall extraordinary financial support to a total of £369.6 million.
- 1.12 So despite the progress made in delivering the Croydon Renewal Plan, the Secretary of State concluded in July 2023 that the Council was not meeting its best value duty. The IAP was moved onto a statutory footing with a power to intervene if they felt the Council was acting in a way not designed to meet its duty of best value. This power of intervention is a power of last resort, and the Council has not had any powers or functions removed from it. However, unlike other councils under intervention, the Secretary of State has not deemed it necessary to appoint Commissioners to Croydon Council.
- 1.13 A new requirement of an Exit Strategy for councils in intervention has been introduced by DLUHC. The IAP have led the development of the Croydon Exit strategy and have chosen to work with the Council in its production, reflecting the very close working relationship that

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<sup>2</sup> The OFLOG data measures debt servicing costs and debt levels as a percentage of core spending power. Core spending power is a government calculated indicator that is published annually within the local government finance settlement. It indicates the core revenue funding available to a local authority, including council tax, locally retained business rates, adult social care grants and revenue support grant.

exists. The Exit Strategy will be published on the Council's website on Tuesday 17<sup>th</sup> October and will be reported to the 25<sup>th</sup> October Cabinet meeting. A crucial part of this exit strategy is the resolution of the Council's independent financial sustainability. Without this, the duty of best value cannot be met. It needs to be noted that ongoing capitalisation directions do not provide a financially sustainable solution to the Council's future budget.

- 1.14 A council tax increase of 4.99% (2.99% council tax and 2% adult social care precept) is modelled for 2024-25. This is the expected referendum limit for London Boroughs. The Council has a fiduciary duty to taxpayers and the Executive Mayor has given a commitment that Croydon will not increase future council tax levels above the referendum limits set for other London Boroughs. Decisions regarding council tax levels are reserved to Full Council as part of the budget setting Council meeting.
- 1.15 The updated financial forecast identifies proposed savings of £30.9m for 2024-25 which reduce the forecast 2024-25 budget deficit to £6.0m. Work will continue before Budget Council to develop further options that deliver a balanced budget.
- 1.16 A sensitivity analysis has been undertaken of the budget assumptions, and the financial forecast, with best and worst-case options modelled. These highlight the many potential financial variables that underpin the current forecast and risks (both positive and negative).
- 1.17 It is important that there is an opportunity for Croydon's residents, businesses partners, voluntary organisations and community sector and other interested parties to have their say and to feedback any concerns regarding the 2024-25 budget proposals. Arrangements are set out for the planned budget engagement process. The budget timetable is also set out.

## **2. RECOMMENDATIONS**

For the reasons set out in the report, the Executive Mayor in Cabinet is recommended to:

- 2.1 Note the updated financial forecast and medium-term financial strategy assumptions set out in this report.
- 2.2 Note the positive dialogue with DLUHC to develop a further package of support in order to set a sustainable and balanced budget for the future years 2024-25 to 2027-28.
- 2.3 Approve a period of public engagement, as set out in Section 4, on the proposals for returning the Council to financial and operational sustainability including the savings and growth proposals set out in Appendices B and B1.
- 2.4 Note the outcome of the public engagement will be reported back to the Executive Mayor in Cabinet as part of the budget and council tax setting decision making.
- 2.5 Consider the outcome of the review of the Council Tax Support scheme at paragraphs 3.46 to 3.54 of this report.
- 2.6 To approve the recommendation to Full Council that the Council Tax Support scheme is

not changed from that agreed by Full Council resolution on 1<sup>st</sup> March 2023.

### 3. BACKGROUND

- 3.1 An update is provided on the future financial challenge for Croydon as it deals with:
- Inflationary pressures
  - An increase in demand for essential social care, housing, public health and welfare services
  - Independently well documented, local historic legacy (governance, financial, service delivery and structural) issues.
  - The prohibitive cost of servicing the Council's debt burden.
- 3.2 As detailed in the 2023-24 Budget Report, Croydon cannot resolve the extremely serious financial situation it faces without on-going government support. For the years beyond 2023-24, the 2023 MTFs assumed that capitalisation directions of £38m may be required to bridge the estimated annual budget gap. The Executive remains in dialogue with central government over the type, and level, of such future government support.
- 3.3 The Executive is seriously concerned that the use of capitalisation directions will hinder the Council's return to financial sustainability by continuously adding to the prohibitive cost of the Council's debt burden. The Council's net cost of borrowing (excluding any savings realised from the sale of assets) is currently modelled to reach £72.5m in 2024-25. This takes the proportion of the Council's core spending power spent on borrowing costs to 19% compared to the median figure for England of 8%.
- 3.4 The Opening the Books review launched by the Executive Mayor in 2022 identified significant additional historic financial accounting issues which needed to be set right. These adjustments required further capitalisation of £224.6m to resolve. Following the Opening the Books review, the primary challenge facing the Council is the scale of the £1.6bn of debt (£1.3bn General Fund and £0.3bn HRA) accrued prior to 2022, which the Council remains unable to service without significant external financial support. A significant proportion of the General Fund debt (circa £320m) is not backed by physical assets, it represents toxic, negative equity.
- 3.5 A further contributing factor to Croydon's significant general fund financial challenge is that it has become responsible for a range of new burdens, and services, which are not currently adequately funded. Some examples are set out in Appendix F.
- 3.6 The Executive's preferred option for future government support would be for a debt reduction of £540m or an equivalent level of revenue grant support to be provided. This would deliver estimated revenue budget savings of £38m p.a.

and enable the Council to set balanced budgets that do not rely on further government support. A debt reduction, or equivalent grant support, would recognise both the unique 'toxic' debt burden faced by Croydon but also the burdens it has taken on without sufficient funding capacity to service the debt.

- 3.7 Dialogue is ongoing with government regarding the level and type of future government support. For budget planning purposes, this report assumes that government support will be provided through the on-going use of capitalisation directions of £38m per annum. This replicates how central government has previously supported the Council, however this is not a sustainable solution and not a cost-effective use of Council taxpayers money. This level of support is lower than the £63m capitalisation direction agreed for 2023-24.
- 3.8 The discussions with government regarding the 2023-24 Budget included agreement that the Referendum Cap for council tax increases be raised from 5% to 15% for Croydon. Budget Council subsequently approved the additional 10% increase which will result in the Council generating additional income of £21m in 2023-24. It also meant that Croydon had the largest council tax increase in the country. The Council has a fiduciary duty to taxpayers and the Executive Mayor has given a commitment that Croydon will not increase future council tax levels above the referendum limits (currently expected to be 2.99% for council tax and 2% for the adult social care precept) set for other London Boroughs. Decisions regarding council tax levels are reserved to Full Council as part of the budget setting Council meeting.
- 3.9 The updated MTFS identifies a potential 2024-25 budget deficit, before allowance for savings and additional government support, of £75m. This increases to £137m by 2027-28. The current proposed savings for 2024-25 are £26.9m and are outlined in Appendix B. An additional £4m saving is modelled in borrowing costs from the asset disposal programme.
- 3.10 After allowance for the proposed savings the forecast 2024-25 budget deficit reduces to £44m. The current assumption is that even if a debt write off has not been achieved or an exceptional grant offered that the government will make a Capitalisation Direction available of £38m for 2024-25 leaving a gap of £6m for the Council still to find. Work is on-going to identify further opportunities that will enable the budget to be a balanced for 2024-25.

#### The 2024-28 Medium Term Financial Strategy

- 3.11 Despite the uncertainty regarding the level and type of future government support the Council is required to develop plans for its 2024-25 budget
- 3.12 The updated 2024-28 financial forecast is detailed in Appendix A. The forecast is for the next four years rather than, as previously, three years to enable a fuller consideration of the Council's medium-term position. The 2024-25

forecast is summarised in Table 2. After allowance for the potential savings of £30.9m, put forward in this report, the forecast 2024-25 deficit is £6m.

**Table 2 – 2024-25 Financial Forecast**

	£m
<b>Directorate and Corporate Base Budget</b>	<b>376.3</b>
Provision for pay and contract inflation	17.0
Demand pressures and legacy budget corrections (Appendix B)	12.7
Net cost of borrowing (this is the overall cost)	72.5
Saving in borrowing costs from 2022-23 asset disposals)	-4.0
Risk/contingency provision (unchanged from 2023-24)	5.0
Economic demand pressures contingency (£5m increase from 2023-24)	10.5
Transformation investment (reduction from £10m in 2023-24)	5.0
Set aside of the increase in adult social care grants	6.3
<b>Gross Budget Requirement</b>	<b>501.3</b>
Additional adult social care grants (includes 2023-24 funding of £3.7m)	-6.3
Core grant funding (Appendix C)	-42.7
Compensation grant for under indexing the business rates multiplier	-12.4
<b>Net Budget Requirement</b>	<b>439.8</b>
<b>Financing</b>	
Revenue Support Grant (Appendix C)	-17.6
Business rates income (including top-up grant) (Appendix D)	-85.2
Council tax (4.99% increase modelled)	-262.1
<b>Total Financing</b>	<b>-364.9</b>
<b>Forecast Gross Budget Deficit before Savings</b>	<b>74.9</b>
New savings from the asset disposal programme (2023-24 onwards)	-4.0
Proposed Savings (Appendix B)	-26.9
<b>Forecast Net Budget Deficit</b>	<b>44.0</b>
Extraordinary government support	-38.0
<b>Forecast deficit after extraordinary government support</b>	<b>6.0</b>

### **Budget Assumptions**

3.13 The key budget assumptions that underpin the budget forecast are summarised below.

#### Expenditure

3.14 **Inflation.** There is considerable uncertainty around the medium-term outlook for inflation.

3.15 The latest projections provided by the August 2023 meeting of the Bank of England Monetary Policy Committee (MPC) show inflation, as measured by the Consumer Price Index (CPI), falling back sharply from 10.15% in December 2022 to around 5% at the end of 2023. In the medium-term CPI is projected to fall to 2% in 2025. The reduction is due to past increases in energy and other goods prices falling out of the calculation of the annual rate. As at July 2023 CPI stands at 6.8%. There is a risk that inflationary pressures will be more severe, and endure longer, than the current MPC forecast.

- 3.16 The 2023-24 Croydon budget includes a £32.9m provision for inflation:
- Catch-up inflation of £1.3m to fully fund 2022-23 pay and contract pressures.
  - An allowance of £11.2m for the 2023 pay award. This is consistent with the 2022 pay award and assumes a flat rate increase of £2,226 per full-time equivalent employee plus an increase in relevant national insurance and employer contributions. This equates to an approximate increase of 6.5% in current employee budgets. The current 2023-24 National Employers pay offer for local government is the same as for 2022-23. The Trade Unions have indicated that they will reject this offer and there is a risk that the final pay award could be higher. A higher award is not provided for within the 2023-24 budget.
  - An allowance of £20.4m for contract inflation. This was unchanged from 2022-23.
- 3.17 For 2024-25 the forecast budget allows for a lower inflation provision of £17m with a provision of £12m per annum thereafter. This assumes that inflationary pressures ease in line with the MPC forecasting, e.g., £17m could be seen to fund an estimated 3.5% pay inflation of £6m with £11m funding for non-pay inflation, and £12m could be seen to fund an estimated 2% pay inflation of £3.5m with £8.5m funding for non-pay inflation.
- 3.18 A £5.5m provision was also set aside within the 2023-24 budget in recognition of the potential impact of inflation and economic demand pressures on Croydon. Should the provision not be fully utilised in 2023-24 then the unallocated balance will be available to support the 2024-25 budget. An incremental provision of £5m is modelled for 2024-25 onwards in recognition of wider economic pressures.
- 3.19 **Demand pressures and legacy budget corrections** of £12.7m are currently modelled for 2024-25. These are detailed in Appendix B. The need for budget growth, and any potential use of alternative funding streams, will continue to be reviewed as part of the 2024-25 budget process.
- 3.20 The initial modelling for the 2024 MTFS included growth pressures, brought forward from 2023, of £7.9m. A review of these items, as part of the 2024 MTFS process, has reduced these pressures by £1.8m. The changes are:
- £1m regarding the deferral of highway maintenance works to 2025-26.
  - £0.8m regarding Adult Social Care project management costs. Funding for this will be considered as part of the transformation programme.
- 3.21 **New demand and demographic pressures** will continue to arise beyond 2024-25. For financial modelling purposes it is assumed that future demand and demographic pressures will be at a similar level as for the past 2 years with an overall allowance of £14m made for 2025-26 and subsequent years.



- 3.22 **New Adult Social Care Grants.** As part of the 2023-24 Local Government Finance Settlement the government confirmed that their planned reforms regarding the 'fair cost' of adult social care will be pushed back to 2025. The government funding that was set aside for this reform was released and is expected to reach £6.3m for Croydon in 2024/25 (£2.3m regarding the adult social care discharge fund and £4.0m regarding the market sustainability and improvement fund). Within the 2023-24 budget this funding is passported for use by adult social care usage and this continues to be the case for 2024-25. The forecast 2024-25 budget deficit will potentially reduce if some, or all, of the £6.3m can be offset against the currently modelled 2024-25 inflation and demand pressures.
- 3.23 **Savings** of £30.9m are currently proposed for 2024-25 and are summarised in Appendix B. These include incremental savings of £7.1m that were originally put forward within the 2023 budget process.
- 3.24 The budget proposals also include potential uplifts in forecast resources and additional savings from the asset disposal programme. As set out in Table 3 the Executive is proposing measures that close the gross 2024-25 budget gap by £33.9m.

**Table 3 – Incremental Savings and Change Proposals**

<b>Directorate</b>	<b>2024-25 £'m</b>	<b>2025-26 £'m</b>	<b>2026-27 £'m</b>	<b>All Years £m</b>
Adult Social Care and Health	5.0	4.0	4.0	<b>13.0</b>
Assistant Chief Executive	4.2	0.9	-	<b>5.1</b>
Children, Young People & Education	4.1	0.2	-	<b>4.3</b>
Housing	2.0	0.6	1.0	<b>3.6</b>
Resources	6.7	1.0	-	<b>7.7</b>
Sustainable Communities Regeneration & Economic Recovery	1.4	0.4	-	<b>1.8</b>
Corporate / Council wide	3.6	-	-	<b>3.6</b>
<b>Savings</b>	<b>26.9</b>	<b>7.0</b>	<b>5.0</b>	<b>38.9</b>
Additional debt financing savings from asset disposals (in addition to £4m in 2023-24)	4.0	4.0	4.0	<b>12.0</b>
<b>Total savings including asset disposals</b>	<b>30.9</b>	<b>11.0</b>	<b>9.0</b>	<b>50.9</b>
Funding adjustments to Council Tax and Business Rate forecasts	3.0	0.6	-	<b>3.6</b>
<b>Total Savings and Change Proposals</b>	<b>33.9</b>	<b>11.6</b>	<b>9.0</b>	<b>54.5</b>

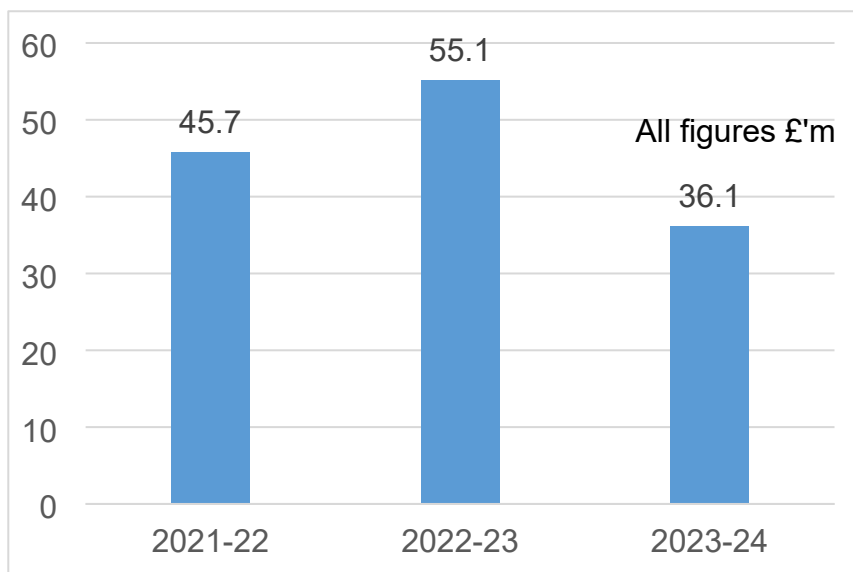
3.25 The new budget proposals for growth and savings have been developed following guidance from the Corporate Director of Resources and have been through a robust process of development and challenge with the Executive Mayor, Cabinet Members, the Chief Executive, the Corporate Management Team, service directors and managers. The proposals will now be subject to review by the Scrutiny and Overview Committee and through public engagement. Details of the new savings and growth proposals are provided in Appendix B1.

3.26 **Transformation.** Discussions are continuing with the Government appointed Improvement and Assurance Panel (IAP) regarding the level of transformation that can be sustainably delivered. It was advice from the IAP that led to the £10m transformation revenue budget being established for 2023-24. This is included in the MTFs, although it is reduced to an ongoing budget of £5m from 2024-25 onwards. Given the scale of Croydon's financial challenge the level of the transformation budget will require regular review to ensure that transformation plans can be delivered safely and sustainably.

3.27 The Executive has set a target level of savings that can safely be delivered each year beyond 2024-25 of £20m. As set out in Chart 1 the Council has identified an average of £45m+ per year in savings from 2021-22 to 2023-24. This is not sustainable for the future and risks hollowing out the services received by residents.

3.28 The chart below shows savings agreed for the last three financial years. Please note that not all the 2021-22 and 2022-23 savings were fully achieved, and some have been reversed out as part of subsequent annual budget setting. These annual savings are significantly higher than other London boroughs and our statistical neighbours.

**Chart 1- Budget Savings 2021-22 to 2023-24**



3.29 **The net cost of borrowing** forecast is based on the approved 2023-24 to 2026-27 capital programme and use of capitalisation directions as set out in Table 4.

**Table 4 – Budgeted Capitalisation Directions**

	£'m
Prior to 2023-24	145.0
Legacy issues to 2022-23 (agreed for 2023-24 Budget)	161.6
2023-24 – Existing	5.0
2023-24 – New	58.0
2024-25 – assumed	38.0
2025-26 – assumed	38.0
2026-27 – assumed	38.0
2027-28 – assumed	38.0
<b>Total government support</b>	<b>£521.6m</b>

3.30 An increase of £17.5m was made in the 2023-24 budget for the net cost of borrowing and a further increase of £14.5m is modelled for 2024-25. The Council's net cost of borrowing (excluding any savings realised from the sale of assets) is currently modelled to reach £72.5m in 2024-25. This takes the proportion of the Council's core spending power spent on borrowing costs to 19% compared to the current median for England of 8%.

3.31 The Council has put in place a programme of asset disposals to generate capital receipts that will partially mitigate the Council's increasing reliance on external borrowing. The current modelling allows for annual receipts of £50m per annum from 2022-23 to 2025-26 and incremental estimated revenue savings of £4m per annum. The estimated revenue benefit in 2024-25 is £8m (an increase of £4m on 2023-24) increasing to £16m by 2026-27. This benefit is separately identified within the forward financial plan. A new saving proposal is also put forward to deliver an additional £2m saving in 2024-25 through realising greater benefits from the disposal programme. After allowance for the potential savings from the asset disposal programme the proportion of the Council's core spending power spent on borrowing costs is modelled at 17%.

3.32 The forecast for the net cost of borrowing will continue to be reviewed in line with the development of the Council's capital programme, asset disposal strategy and the outcome of discussions with government. The future movement in interest rates is uncertain and there is risk that both long and shorter-term rates will increase as part of the Bank of England's policy response to inflationary pressures. As well as impacting on borrowing costs this may affect the potential value of future receipts.

3.33 **Contingency/risk provision.** The 2023-24 budget included an unallocated contingency of £5m and this is sum is unchanged for future years.

3.34 **General Balance.** The Council is currently finalising its accounts for 2019/20, 2020/21, 2021/22 and 2022/23 but it is anticipated that Croydon currently

holds a general fund balance of at least £27.5m. This is in line with the S151 Officer's view that this is the minimum the Council needs to hold given the scale and complexity of services provided by Croydon, as a Unitary Authority, and the Council's historic high-risk profile. The MTFs is seeking to neither add nor reduce the current general fund balance.

3.35 **Hardship funding** of £2m was approved in the 2023-24 budget to provide additional support for low-income households that cannot afford to pay their full council tax. The forward financial plan assumes that this level of funding is ongoing albeit it is now netted against forecast council tax income rather than shown as expenditure. In accounting terms, the hardship funding is delivered through the provision of council tax discounts.

### Resources

3.36 Forecast **government grant funding** is detailed in Appendix C. A 1-year Local Government Finance Settlement (LGFS) was issued for 2023-24 with no certainty on future allocations. However, DLUHC have stated that no fundamental reform will be made to the needs assessments prior to 2025-26 and that the current grant formulae are likely to continue in 2024-25.

3.37 Based on this assumption 2024-25 grant levels are modelled in line with the anticipated increase in overall local government funding, as set out in the Government's 2022 Autumn Statement. Beyond 2024-25, for financial modelling purposes, an underlying 2% per annum increase is assumed in government funding. There is a risk that actual grant increases may be lower.

3.38 Exceptions to the assumed grant increase are the New Homes Bonus Grant (£1.646m in 2023-24) and Services Grant (£2.994m in 2023-24). These are potentially subject to further reform and no grant receipt is modelled for 2024-25 onwards.

3.39 Forecast **Business Rates** funding (including compensation grant for under indexing the business rates multiplier) is detailed in Appendix D. An increase of £1.9m is assumed in the overall funding receivable from business rates in 2024-25 from new developments within the borough and through allowance for inflation. Concern remains that the recent rates revaluation, which increased the rates payable in Croydon by an average of 7.5% from 1 April 2023, may have an adverse impact on collection rates and the level of business rate valuation appeals. The business rates estimate will be refreshed in January in accordance with the government timetable for submitting the 2024-25 forecast.

3.40 For **Council Tax** an increase of 4.99% (2.99% council tax and 2% adult social care precept) is modelled for 2024-25. The 2023-24 LGFS confirmed that London Boroughs could increase council tax by up to 2.99% in 2024-25, without requiring a local referendum. Croydon can also raise the Social Care

precept by 2% in both 2023-24 and 2024-25. The Council has a fiduciary duty to taxpayers and the Executive Mayor has given a commitment that Croydon will not increase future council tax levels above the referendum limits set for other London Boroughs.

- 3.41 From 1 April 2022 the Council changed the Council Tax Support Scheme to an income band scheme. This means that weekly household income is used to determine the percentage of Council Tax support provided.
- 3.42 At the Council budget meeting on 1 March 2023, it was resolved to “Change the rate at which the income bands are increased annually from the level of CPI 10.1% to the amount Council Tax is increased for that year which could be up to 15% cap.” The income band levels increase being in line with Council Tax increase was only for 2023-24 and therefore the Council Tax Support Scheme will revert from 1 April 2024 to increase the income bands in line with consumer price index (CPI) year on year inflation as at September in the prior year.
- 3.43 Beyond 2024-25 a council tax increase of 2.99% per annum is modelled for Croydon. The government have yet to indicate what the potential referendum cap will be but, given the expectation of lower inflation, it is modelled at a lower rate than for 2024-25.
- 3.44 An underlying increase in the tax base of 1.13% is assumed for each year in line with the average increase over the past 5 years with an unchanged collection rate of 97.5%. Allowance is also made for a reduction in the tax base of £2m regarding the provision of the additional hardship funding agreed within the 2023-24 budget.
- 3.45 As part of the ‘Levelling Up and Regeneration Bill’ the government are expected to pass legislation that will allow a local authority to charge a second home council tax premium. Separately the legislation also provides for charging a 100% premium on properties that are empty for more than 12 months (rather than two years as currently). Subject to the legislation passing and the passing of the 2024-25 Council budget, and any timing or other constraints, this may enable the tax base forecast to be uplifted by an estimated £0.3m in 2024-25 and £0.7m in 2025-26. This is modelled within forecast resources along with other increases of £0.7m.

## **Council Tax Support Review**

- 3.46 In accordance with the requirements of schedule 1A of the Local Government Finance Act 1992, the Council is required each financial year to consider whether to revise its local Council Tax Support (CTS) scheme or to replace it with another scheme. The scheme should be reviewed each year to ensure that it is an effective local CTS scheme which will provide continued support to Croydon's most vulnerable residents and residents who are most in need of support. The Council must make this decision no later than 11<sup>th</sup> March (previously 31 January) in the financial year preceding when the scheme is to take effect.
- 3.47 The CTS scheme operates by offering a discount to residents who need help paying their council tax. The cost of the scheme is shared between the Council and the Greater London Authority based on respective council tax charges. The forecast 2023-24 cost of the CTS scheme as at the end of August 2023 was £33.4m with £12.6m being the cost of the pensioner scheme and £20.8m being the cost of the working age scheme.
- 3.48 There are 27,093 CTS claimants, of which 8,004 are pensioner and 19,089 are working age claimants. The current CTS scheme created by the Council is divided into two schemes, with pension age claimants receiving support under the rules prescribed by Central Government, and the scheme for working age claimants being determined by the Council. Pensioners, subject to their income can receive up to 100% support towards their council tax. The Council has no powers to change the level of support provided to pensioners and therefore any changes to the level of CTS can only be made to working age claimants.
- 3.49 The Council reviewed and changed the CTS scheme to an income banded scheme for working age claimants on 1<sup>st</sup> April 2022. This was because the previous CTS scheme was based mainly on "old fashioned" means tested benefit scheme, meaning it was difficult for residents to understand based on the complex calculation of entitlement, the administration for staff was complex with significant amounts of information and evidence needed from residents, the timescale for processing claims was delayed due to the complexity and evidence required to support claims. There was also a need to simplify the scheme not only to mitigate the effects of Universal Credit, but to make it easier for residents to make a claim and reduce the costs of administration.
- 3.50 An income banded scheme takes into consideration the net combined household, of a claimant and partner only. A council tax discount is paid incrementally, e.g. residents in receipt of the lowest income would receive the highest discount towards their council tax liability, and residents in receipt of

higher income would receive a lower discount towards their council tax liability. This means support is targeted at households with the lowest incomes and in the greatest need. An income banded scheme is fairer and easier to administer and understand.

3.51 On 1<sup>st</sup> March 2023 Full Council following a review and due regard to statutory consultation feedback of the CTS scheme, agreed recommendations to change to the CTS scheme which would take effect from 1 April 2023

- Remove the application of the minimum income floor to households where the claimant or partner are disabled
- For 2023-24 only, to change the rate at which the income bands are increased annually from the level of CPI 10.1% to the amount council tax is increased for that year which could be up to 15% cap. For 2024-25 the scheme will revert to one where the income bands are increased annually by the level of CPI
- Introduce non-dependent deductions (NDD) to disabled not working households, except where the non-dependent is in receipt of Employment Support Allowance or Limited Capability to Work, or in receipt of Carers Allowance for the claimant or partner.

3.52 Despite the current economic and cost of living crisis, and the council tax increase in Croydon of 14.99% in 2023-24, we have not seen an increase in CTS claimants during 2023-24.

3.53 It should be noted that the Council has introduced a new council tax hardship scheme from 1 April 2023 of £2m which is available to residents each year, to support those who are in most need and to help support them to pay council tax.

3.54 Having reviewed the principles of the CTS scheme (as locally adopted) for working age claimants which are detailed below:

- **Council Tax Support should be paid to those with minimal savings** – residents who have Capital of more than £8,000 cannot claim (excluding Pensioners or disabled not working whose limit is £16,000)
- **Council Tax Support should be property related** – Residents can only receive Council Tax Support to a maximum of band D.
- **Everyone should pay something** - all residents will be asked to contribute something towards Council Tax unless they are in one of the protected groups i.e., pensioner (pensioner or disabled not working).
- **Everyone in the household should pay something** – Other adults living in a household who are not the main taxpayer, or their partner will contribute to meeting the cost of Council Tax for the property



- **Make Work pay** – £50 income disregard for disabled working residents.
- **Protecting the vulnerable** – Residents who are working age residents who receive Disability Living Allowance, Personal Independence Payments or Employment and Support Allowance and not working receive 100% council tax support.

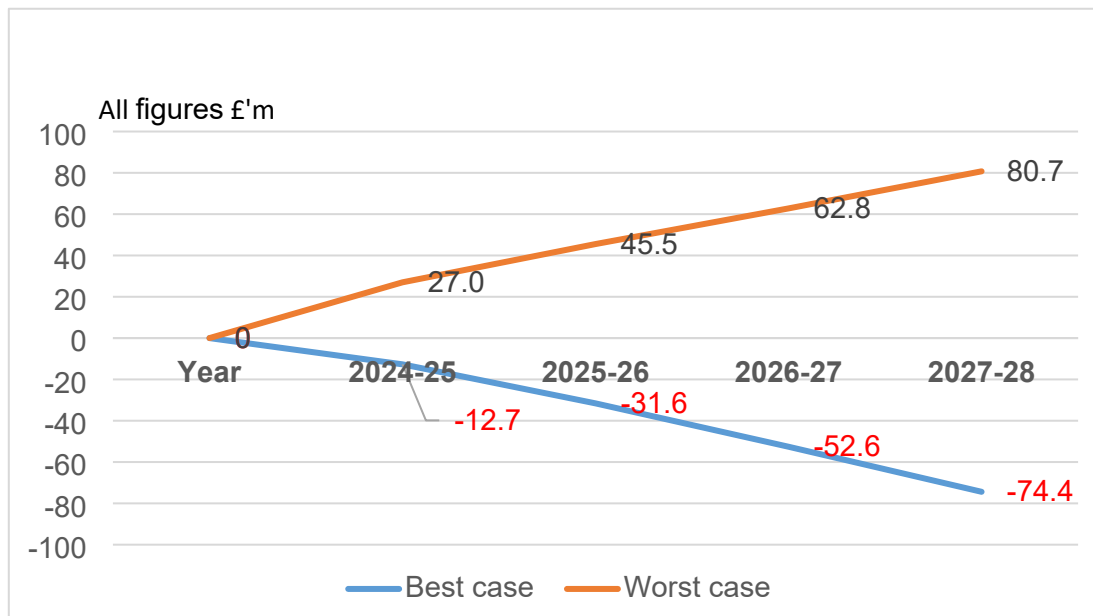
It is recommended that there are no changes to the CTS scheme from 1<sup>st</sup> April 2024.

### Sensitivity Analysis

3.55 The current budget assumptions are estimates made at a specific moment in time. They will be updated, as appropriate, during the 2024 MTFS process.

3.56 Sensitivity analysis has been undertaken, as part of the review of the current assumptions, of potential best and worst-case options. The analysis is detailed in Appendix G with the variance from the current forecast summarised in Chart 2.

**Chart 2 – Best/Worst Case Variance from the current MTFS Forecast**



3.57 The best-case modelling would improve the forecast 2024-25 position by £12.7m and switch the forecast deficit of £6m to a £6.7m surplus. This would enable a reduction in the assumed capitalisation direction (or other form of government support) from £38m to £31.3m.

- 3.58 The worst-case modelling would increase the forecast 2024-25 deficit by £27m, which would mean a required capitalisation direction (or other form of government support) of £71m.
- 3.59 The current MTFs modelling sits broadly in the middle of the best and worst-case options. The sensitivity analysis highlights the many variables that may impact on the future financial forecast and the scale of potential financial risk (both positive and negative) faced by Croydon.
- 3.60 The most significant variable is inflation with a £45.5m differential, by 2027-28, between the best and worst-case modelling. The rate of inflation is outside of the Council's control and highlights the potential impact on the Council's financial position of wider economic factors over which it has little, or no, influence.

### **The 2024 Budget Process and Balancing the Books**

- 3.61 Given Croydon's financial challenges, and the size of the forecast future budget deficits, the Council must reduce its expenditure significantly over the medium-term. Difficult decisions are required on the services the Council provides, and as set out in the Executive Mayor's Business Plan, the Council will need to do less and spend less in the future. However, the Council is committed to doing what it does do well.

### **Savings and Transformation**

- 3.62 A savings programme is required that delivers services more efficiently and will consider stopping some areas of spend entirely. It must focus on the Executive Mayor's priorities:
1. The Council balances its books, listens to residents and delivers good, sustainable services.
  2. Croydon is a place of opportunity for business, earning and learning.
  3. Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential.
  4. Croydon is a cleaner, safer and healthier place, a borough to be proud of.
  5. People can lead healthier and independent lives for longer.

As well as directorates considering what they can do less and spend less on, the Executive Mayor has asked officers to draw up a programme of cross-directorate transformation savings to drive the Council's financial recovery. The Executive Mayor has a commitment to transforming Croydon Council into a sustainable local authority and does not wish to "hollow out" services to the community by balancing the budget through cuts.

- 3.63 For 2024-25 the scale of savings required by the Council cannot be met through 'salami-slicing' or just stopping some services. Whilst the identification of operational efficiencies by directorates is still required, there needs to be an

increasing reliance on savings that are delivered through the transformation programme. Savings in some discretionary services could result in higher statutory costs in the future for the Council and its partners such as health and the police.

3.64 The proposed 2024-25 transformation savings are separately identified within Appendix B and total £11.4m. This represents 42% of the overall 2024-25 savings programme of £26.9m. Appendix H details the current transformation programme. This will support the identification and delivery of savings for future years.

### Other Financial Measures

3.65 The current MTFS forecast identifies a remaining budget deficit, should all existing savings and growth proposals be agreed, of £6.0m. Further financial measures that the Council may consider to close this deficit include:

- Development of further options for additional savings.
- Containing inflationary pressures in 2023-24 within the overall funding envelope of £32.9m without full recourse to use of the economic pressure contingency of £5.5m. This may enable part of the contingency to be freed up as part of the 2024-25 budget process.
- Minimise the need for additional future capital borrowing by realising increased capital receipts and tightly controlling spend on the Croydon funded element of the capital programme. A separate suite of reports will be provided through the budget process on the capital programme and Treasury Management Strategy.
- Constraining new demand and demographic growth requests within the funding envelope assumed within the forward financial plan and/or identifying alternative funding streams.
- Review of the 2023-24 legacy budget corrections and demand pressures to establish if any budget headroom can be freed up.
- Development of a robust reserves strategy and action plan for the Council that mitigates against key financial risks whilst supporting necessary investment.
- Review the resource forecast as it evolves over the forthcoming months. It will be updated in line with new government announcements and actual data on business rates and council tax collection.
- Dialogue with central government on the options available to share the Council's financial burden across government, the Council and residents as service recipients. This could include a debt write-off, revenue grant support, changes to the debt payback period and the interest rate applied to debt (including in relation to capitalisation directions).

### Budget Risk and Reserves

3.66 Reserves play a crucial role in good public financial management. They enable investment in service transformation and provide resilience against unexpected events or emergent needs. As one-off resources they can only be spent once. The Council has a well documented history of the imprudent use of reserves to balance its budget. It is the view of the Corporate Director of Resources that next year's budget proposals should only include prudent and appropriate use of reserves to meet one off costs.

3.67 Croydon faces a range of substantial financial risks that may require the use of reserves. These include:

- Key directorate financial risks which were identified as £23m as part of the 2023-24 budget proposals. This forecast will be refreshed prior to the setting of the 2024-25 Budget.
- The outcome of discussions with central government on the Council's need for further capitalisation directions / assistance equivalent to £38m per annum.
- A further upturn in inflation and impact of rising cost of living.
- Hospital discharge delays and pressures in the adult social care sector regarding social care waiting times, fee rates and workforce capacity.
- There is a risk that the number of children in care or the number of homeless families in the borough increases beyond what can be accommodated within existing budgets.
- The risk of recession and impact on demand for council services and income streams, such as business rates, council tax or parking charges.
- Additional financial issues coming to light as part of the external audit of the past four years of the Council's annual accounts.
- The impact of the wider economy on major Council development projects and future capital receipts.
- The future impact on London of the government's 'levelling-up' agenda and wider local government finance reform (such as business rates).
- A significant upturn in interest rates. This would impact on both the core borrowing undertaken to finance the historic capital programme and future borrowing regarding the use of capitalisation directives.
- The impact of, and costs of tackling, climate change.
- The challenge of identifying further significant future savings that balance the budget over the longer-term. The current MTFs modelling identifies a target for new savings of £20m per annum beyond 2024-25. However, there is an annual £38m shortfall driven by the cost of debt in the Council's ongoing annual budget which is currently assumed to be funded from annual Capitalisation Directions from government, which in turn will generate more cost pressures from their annual Minimum Revenue Provision (MRP) payments. This is not a sustainable financial position and not a cost-effective use of taxpayers' money and needs to be resolved.

- A financial risk from children being moved into the borough from other councils and the Council becoming liable for their needs and costs.
- The financial risk of other councils and government agencies placing homeless families and single people in Croydon and the Council having to fund new service needs.

3.58 Croydon holds reserves for the following main purposes:

- As a contingency to cushion the impact of unexpected events or emergencies. This is held as the Council's general fund balance and is estimated to be at least £27.5m which the Corporate Director of Resources and Section 151 Officer considers to be the minimum level of general fund balance that the Council should hold given its scale, complexity as a unitary council and historically high-risk profile.
- To build up funds for known or predicted requirements; these specific reserves are known as earmarked reserves. The current level of earmarked reserves is still being established through the closedown of the accounts for 2019-20 to 2022-23.
- Restricted reserves are also earmarked but there are more constraints, such as grant terms and conditions, on how the Council can use such funding. The largest restricted reserve is £30m relating to business rates income ringfenced for use in the Croydon growth zone.
- Specific reserves relating to school balances and the funding of business rate rebates as part of the government's Covid measures. As set out in Appendix D the 2023-24 business rates income forecast includes a drawdown from the business rate relief reserve (which was funded from government grant) of £12.1m that offsets a prior year adjustment made for rate reliefs granted during the Covid-19 pandemic.

3.59 The level of financial risk and reserves will continue to be reviewed as part of the 2024-28 MTFs process. The latest comparative data produced by DLUHC<sup>3</sup> indicates that Croydon's general and earmarked reserves are still below the median level for a London Borough (46% of service expenditure compared to the median for London of 59%).

## **4 BUDGET ENGAGEMENT**

4.1 The Council's financial challenges mean that setting the 2024-25 Annual Budget, the resulting Council Tax and the Capital Programme will require difficult decisions to be made by Members. In line with the Executive Mayor's commitment to listen to Croydon's residents it is proposed that a public engagement programme is launched to allow residents, partners, the voluntary, community and faith sector and other interested parties to provide their views and feedback on the revenue budget proposals set out in this report, including the savings proposals detailed in Appendix B1. The annual

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<sup>3</sup> Local authority general fund earmarked and unallocated reserve levels, 2017-18 to 2021-22- DLUHC paper published 18 May 2023

budget consultation with local businesses (required in law) will also be covered by this public engagement programme.

- 4.2 If agreed, the Budget engagement will run on the Council's online platform from 6<sup>th</sup> November 2023 for at least six weeks. It will give residents and businesses the opportunity to provide their views on the services and areas of spending which are most important for them and offer the opportunity to comment on how specific savings proposals may impact them and what mitigations the Council may wish to consider.
- 4.3 The Budget engagement will be publicised across all Council communications channels including social media, shared with local voluntary, community and faith sector organisations, resident associations, local businesses and other partners, and publicised in the Council's libraries and children's centres with staff briefed to support residents and print copies of the information and survey if needed.
- 4.4 Separate individual service consultations with service users, staff and trade unions will also be undertaken ahead of implementation of individual savings proposals where required.
- 4.5 The results will be reported to Cabinet and will inform the final proposals for Council Tax setting to be presented to the Executive Mayor in Cabinet and Full Council in February and March 2024.

#### Budget Timetable

- 4.6 The budget proposals will continue to be reviewed and developed in the lead up to Budget Council in February/March 2024. A proposed budget timetable is attached as Appendix E.

## **5 ALTERNATIVE OPTIONS CONSIDERED**

- 5.1 None.

## **6 CONSULTATION**

- 6.1 This report commences the 2024-25 budget engagement with residents, businesses, the voluntary sector and other stakeholders.

## **7 CONTRIBUTION TO COUNCIL PRIORITIES**

- 7.1 This report supports the Executive Mayor's Business Plan 2022-2026 objective one "The council balances its books, listens to residents and delivers good sustainable services".

## **8 IMPLICATIONS**

### **8.1 FINANCIAL IMPLICATIONS**

- 8.1.1 As this report is primarily financial in nature, financial implications are covered throughout the report.

## 8.2 LEGAL IMPLICATIONS

- 8.2.1 Under Section 151 Local Government Act, the Council must make arrangements for the proper administration of its financial affairs and the Council's Corporate Director of Resources and Section 151 Officer has responsibility for the administration of those affairs.
- 8.2.2 The Council is under a statutory responsibility to set a balanced budget. Section 28 of the Local Government Act 2003 is required to periodically conduct a budget monitoring exercise of its expenditure and income against the budget calculations during the financial year. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such remedial action as it considers necessary to deal with any projected overspends. This could include action to reduce spending, income generation or other measures to bring budget pressures under control for the rest of the year. The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the overspend.
- 8.2.3 Under Section 3(1) of the Local Government Act 1999 ("the 1999 Act"), the Council, as a best value authority, must make arrangements to secure continuous improvements in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. For the purpose of deciding how to fulfil the duty arising under subsection (1) an authority must consult—
- (a) representatives of persons liable to pay any tax, precept or levy to or in respect of the authority,
  - (b) representatives of persons liable to pay non-domestic rates in respect of any area within which the authority carries out functions,
  - (c) representatives of persons who use or are likely to use services provided by the authority, and
  - (d) representatives of persons appearing to the authority to have an interest in any area within which the authority carries out functions.
- 8.2.4 In addition, the Council must have regard to the statutory guidance issued under Section 26 of the 1999 Act in this regard which recommends that Authorities should include local voluntary and community organisations and small businesses in such consultation.
- 8.2.5 By virtue of Section 65 of the Local Government Finance Act 1992 ("the 1992 Act"), the Council has a duty as billing authority to consult persons or bodies appearing to it to be representative of persons subject to non-domestic rates under sections 43 and 45 of the Local Government Finance Act 1988 as regards hereditaments situated in the authority's area. Consultations must be made as to each financial year, and must be about the authority's proposals for expenditure (including capital expenditure) in that financial year; and the Secretary of State may by regulations prescribe matters which are to be treated as expenditure for this purpose.

- 8.2.6 The duty to consult as to a financial year shall be performed before the Council as billing authority makes calculations (otherwise than by way of substitute) in relation to the financial year under section 31A or section 32 of the 1992 Act. A billing authority is required to make available to persons or bodies it proposes to consult under this section such information as may be prescribed and is in its possession or control; and it shall do so in such form and manner, and at such time, as may be prescribed.
- 8.2.7 Under Section 15 of the 1999 Act, the Secretary of State has the powers to intervene if satisfied that the Council is failing to meet its best value duty. This includes the power to issue direction that the function of the authority be exercised by the Secretary of State, or a person nominated by him for a specified period.
- 8.2.8 On 20th July 2023, the Secretary of State for Levelling Up, Housing and Communities (“the SoS”) issued Directions under Section 15(5) of the LGA to the Council on the basis that the Council was failing to comply with its Best Value Duty setting out actions to be taken by the Council to comply the duty. The SoS Directions require the Council to, amongst others, continue to address the culture of poor financial management at the Authority and to continue to restore public trust and confidence in the Authority by transforming the Authority’s activities, practices, and omissions to ensure that they are compatible with the best value duty. In addition, the Council is required to secure as soon as practicable that all the Authority’s functions are exercised in conformity with the best value duty thereby delivering improvements in services and outcomes for the people of Croydon.
- 8.2.9 The Council must comply with legal framework including established public law principles in relation to any proposed disposal of land and property. Under Section 123 the Local Government Act 1972, it has a statutory duty to sell land at the best price reasonably obtainable, unless it has the express consent of the Secretary of State. A “disposal” includes the sale of the freehold, granting a lease, assigning a lease and/or granting an easement. Entering into option agreements or sale and leaseback contracts are also be deemed to be disposals. Where land or property is used to deliver services, the Council must take a decision on changing or maintaining its existing service provision before disposing of assets that are used to provide these services. This could engage the public law duty to consult service users and other affected stakeholders.
- 8.2.10 Section 13A of the Local Government Finance Act 1992 (“the 1992 Act”) requires the Council as the billing authority to make a localised Council Tax Reduction Scheme (which Croydon calls its Council Tax Support Scheme (“CTS”)) in accordance with Schedule 1A of the 1992 Act. Each financial year the Council must undertake a review of its scheme to consider whether it wants to revise the scheme, leave as is or replace it. Consultation must occur on any option required to change the scheme. This consultation must take place prior to introduction, and the statutory consultation process and consultees are set out in Schedule 1A paragraphs 3 and 5 of the 1992 Act and related regulations. These statutory steps include:



- Consulting any major precepting authority which has power to issue a precept to it;
- Publish a draft scheme in such a manner as it thinks fit; and
- Consult such other persons as it considers are likely to have an interest in the operation of the scheme.

8.2.11 The 1992 Act provides that a billing authority's Council Tax Reduction Scheme must include proscribed matters set out in the Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012, as amended. Most recently these regulations were amended in January 2023 to make changes to proscribed contents which do not currently form part of the Council's Council Tax Reduction Scheme. Consequently, the Council is required, without any exercise of discretion, to amend the CTS, to reflect any changes made to those regulations.

8.2.12 The Council as Billing Authority must make any revision to its scheme, or any replacement scheme, no later than 11 March in the financial year preceding that for which the revision or replacement scheme is to have effect. If the revised scheme is not agreed by 11 March, then the statutory provisions provide that the scheme the Council administered for the previous financial year would become the default scheme for upcoming financial year. This would mean that the Council would fail to include the most recent amendments made to the prescribed contents of such schemes.

8.2.13 In exercising its functions under various statutory requirements detailed within this report, the Council must have due regard to the public sector equality duty (PSED) contained within section 149 of the Equality Act 2010 which requires the Council to have due regard in its decision-making processes to the need to: eliminate discrimination, harassment, victimisation or other prohibited conduct, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't. The protected characteristics include age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation. The equalities considerations are detailed more fully in section 8.4 below.

8.2.14 Any consultation carried out, whether under the Council's best value duty, public sector equality duty and/or other common law or statutory duty will need to comply with the following requirements ("the Gunning principles"): a) it should be at a time when proposals are still at a formative stage; b) the Council must give sufficient reasons for any proposal to permit intelligent consideration and response; c) adequate time must be given for consideration and response; and d) the product of consultation must be conscientiously taken into account before a decision is made.

Comments approved by Sandra Herbert, Head of Litigation and Corporate Law on behalf of the Director of Legal Services and Monitoring Officer.

### 8.3 HUMAN RESOURCES IMPLICATIONS

- 8.3.1 Consequences arising from this report, and the consequent actions, will be the impact upon the existing workforce, as the Council seeks to implement measures to reduce the cost overhead. The Council will need to ensure careful and consistent communications to all staff, especially staff who will be directly impacted upon. The Council should seek to retain as many vacant posts as possible to either review and delete (to contribute to cost savings) or to provide opportunities for staff redeployment. The Council should also ensure, where appropriate, staff at risk of redundancy are redeployed and retrained into new work. This approach has the benefit of avoiding redundancy costs, as well as the wider local economic impact of ensuring staff are employed, avoiding the local economic and community costs of worklessness.
- 8.3.2 All staff at potential risk of redundancy must be consulted, along with their trade union representatives, in accordance with the Council's restructure and redundancy policies and procedures. If over 99 staff in any three-month period are at risk of redundancy the Council is required to observe a 45-day statutory redundancy consultation time frame. If the number of staff at risk of redundancy is between 20 to 99 in any three-month period, the statutory redundancy consultation time frame is 30 days. The Council has a legal duty to find suitable alternative employment, where possible, and to take all reasonable measures to prevent compulsory redundancy. The Council could also seek voluntary redundancies through each planned staff restructure to reduce the impact of compulsory redundancies and selection for redundancy exercises.
- 8.3.3 The Council has established a comprehensive support network for staff including an employee assistance programme, a Guardians' network, Staff Network groups for different protected characteristics, mental health first aiders and the trade unions.

Comments approved by Dean Shoesmith, Chief People Officer, 19/09/2023.

#### **8.4 EQUALITIES IMPLICATIONS**

- 8.4.1 This report sets out a number of proposals that will change the services and provisions we provide for residents across Croydon. These proposals are subject to further work and the decisions in relation to the budget are reserved for Full Council.
- 8.4.2 As a public body, the Council is required to comply with the Public Sector Equality Duty [PSED], as set out in the Equality Act 2010. The PSED requires the Council to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities. Failure to meet these requirements may result in the Council being exposed to costly, time consuming and reputation-damaging legal challenges.
- 8.4.3 The Council must, therefore, ensure that we have considered any equality implications for each of the budget proposals prior to the budget

council meeting. The Council has an established Equality Impact Assessment [EqIA] process, with clear guidance, templates and training for managers to use whenever new policies or services changes are being considered. This approach ensures that proposals are checked in relation to the impact on people with protected characteristics under Equality Act 2010.

- 8.4.4 Assessing the impact of proposed changes to policies, procedures, services and organisational change is not just something the law requires; it is a positive opportunity for the Council to ensure it makes better decisions, based on robust evidence.
- 8.4.5 Our approach is to ensure the equality impact assessments are data led, using user information, demographic data and forecasts, as well as service specific data and national evidence to fully understand the impact of each savings proposal. This enables the Council to have proper regard to its statutory equality duties.
- 8.4.6 As an organisation we are committed to protecting the most vulnerable in our communities and to ensure that in making difficult decisions about funding we maintain an absolute commitment to tackling inequality and disadvantage and promoting equality for everyone who lives and works in the borough.
- 8.4.7 We have a large number of vulnerable children and asylum seekers who are in need of our services. We have also been faced with the rise of costs of the provision of adult social care, which has been exasperated following the pandemic. Alongside this our residents have been hit with cost-of-living pressures, we have supported residents through mitigations for changes where possible and signposting to other support organisations in the borough. We will continue to seek mitigation during the equality analysis process where possible. This includes the provision of emergency accommodation for a range of characteristics including disabled people who we have supported during the year.
- 8.4.8 Our initial data suggests that residents across all equality characteristics may be affected by changes. National data highlights that this may have a greater impact on race, disabilities, sex and pregnancy and maternity. We will continue to assess the impact and strive to improve our evidence and data collection, to enable us to make informed decisions.
- 8.4.9 Where consultations take place, we will ensure that we make it accessible for all characteristics including those with disabilities including neurodiversity by ensuring that we adopt Disability standards in our consultation platform. Notwithstanding those residents who are digitally excluded. We will also consult using plain English to support our residents who do not have English as a first language.
- 8.4.10 With regard to potential staff redundancies, as a diverse borough we will undertake equality analysis and seek mitigation for staff by offering redeployment and employability support. We will also assess the impact of job losses on protected characteristics.

Comments approved by Naseer Ahmad for the Equalities Programme

## **9 APPENDICES**

- A 2024-28 Medium Term Financial Strategy Forecast
- B Growth and Savings Proposals
- B1 Details of New Savings and Growth Proposals
- C 2024-28 Government Grants and Funding Forecast
- D 2024-28 Business Rates Forecast
- E Budget Setting Timetable
- F Unfunded New Burdens and Services
- G Sensitivity Analysis – Best and Worst Case Modelling
- H Transformation Projects

## **10 BACKGROUND DOCUMENTS**

- 10.1 None.

## London Borough of Croydon - 2024-28 Medium Term Financial Plan

Assumes continued capitalisation directions of £38m per annum

	2024-25	2025-26	2026-27	2027-28
	£'m	£'m	£'m	£'m
<b>Departmental and Corporate Base Budget</b>	<b>376.277</b>	<b>376.277</b>	<b>376.277</b>	<b>376.277</b>
Demand and demographic pressures	11.941	23.516	28.456	33.593
Provision for future demand and demographic growth		2.685	12.435	22.435
Legacy budget corrections	0.806	1.306	1.806	2.306
Provision for inflation	17.000	29.000	41.000	53.000
Net cost of borrowing (interest, MRP & investment income)	72.459	75.459	79.095	80.493
Saving in borrowing costs from 2022-23 asset disposals	-4.000	-4.000	-4.000	-4.000
Set aside of additional social care grants	6.319	6.464	6.612	6.763
Risk/contingency provision	5.000	5.000	5.000	5.000
Economic demand pressures contingency	10.500	15.500	20.500	25.500
Transformation investment	5.000	5.000	5.000	5.000
<b>Gross Budget Requirement</b>	<b>501.302</b>	<b>536.207</b>	<b>572.181</b>	<b>606.367</b>
Contribution to /(use of) earmarked reserves	0.000	0.000	0.000	0.000
Core grant funding	-42.648	-43.520	-44.410	-45.317
Additional Adult Social Care grants (includes 23/24 allocation)	-6.319	-6.464	-6.612	-6.763
Business Rates - compensation grant for under indexing the business rates multiplier	-12.419	-12.419	-12.419	-12.419
<b>Net Budget Requirement</b> (as per the budget book)	<b>439.916</b>	<b>473.804</b>	<b>508.740</b>	<b>541.868</b>
<b>Financing</b>				
<i>Government Grants:</i>				
Revenue Support Grant	-17.628	-17.981	-18.341	-18.708
<i>Croydon Resources</i>				
Business rates top-up grant	-37.864	-40.005	-40.805	-41.621
Business rates income	-47.325	-47.588	-47.588	-47.588
Council tax (4.99% increase modelled for 24/25, a 2.99% increase per annum thereafter), Net of £2m hardship funding.	-262.148	-273.428	-284.809	-296.693
Prior year collection fund deficit	0.000	0.000	0.000	0.000
<b>Total Financing</b>	<b>- 364.965</b>	<b>-379.002</b>	<b>- 391.543</b>	<b>- 404.610</b>

<b>Budget deficit excluding new savings</b>	<b>74.951</b>	<b>94.802</b>	<b>117.197</b>	<b>137.258</b>
New savings in borrowing costs from asset disposals	-4.000	-8.000	-12.000	-12.000
Proposed Savings	-26.931	-33.906	-38.925	-38.951
Future savings target beyond 2024-25 (assumes overall increase in incremental savings of £20m per annum)		-13.025	-28.006	-47.980
<b>Budget deficit net of savings</b>	<b>44.020</b>	<b>39.871</b>	<b>38.266</b>	<b>38.327</b>
Extraordinary government support	-38.000	-38.000	-38.000	-38.000
<b>Budget deficit net of government support</b>	<b>6.020</b>	<b>1.871</b>	<b>0.266</b>	<b>0.327</b>

<b>Cumulative (surplus) / deficit</b>	<b>6.020</b>	<b>7.891</b>	<b>8.157</b>	<b>8.484</b>
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## Summary of Departmental Budget Proposals

### Savings and Change Proposals

Figures are incremental

	2024-25 £'000s	2025-26 £'000s	2026-27 £'000s	2027-28 £'000s
Children, Young People & Education	-4,082	-142	0	0
Adult Social Care & Health	-5,000	-4,000	-4,000	0
Housing	-1,989	-589	-993	0
Sustainable Communities Regeneration & Economic Recovery	-1,353	-333	0	0
Assistant Chief Executive	-4,245	-891	-26	-26
Resources	-6,672	-1,020	0	0
Corporate / Council wide	-3,590	0	0	0
<b>Total</b>	<b>-26,931</b>	<b>-6,975</b>	<b>-5,019</b>	<b>-26</b>

### Demand Pressures

	2024-25 £'000s	2025-26 £'000s	2026-27 £'000s	2027-28 £'000s
Children, Young People & Education	0	0	0	0
Adult Social Care & Health	4,530	4,712	4,900	5,096
Housing	0	0	0	0
Sustainable Communities Regeneration & Economic Recovery	722	3,500	0	0
Assistant Chief Executive	4,932	3,324	0	0
Resources	1,686	0	0	0
Corporate / Council wide	71	39	40	41
<b>Total</b>	<b>11,941</b>	<b>11,575</b>	<b>4,940</b>	<b>5,137</b>

### Legacy Budget Corrections

	2024-25 £'000s	2025-26 £'000s	2026-27 £'000s	2027-28 £'000s
Children, Young People & Education	0	0	0	0
Adult Social Care & Health	0	0	0	0
Housing	0	0	0	0
Sustainable Communities Regeneration & Economic Recovery	306	0	0	0
Assistant Chief Executive	0	0	0	0
Resources	500	500	500	500
Corporate / Council wide	0	0	0	0
<b>Total</b>	<b>806</b>	<b>500</b>	<b>500</b>	<b>500</b>

## Net Budget Movement

Savings, demand pressures & legacy budget corrections	2024-25 £'000s	2025-26 £'000s	2026-27 £'000s	2027-28 £'000s
Children, Young People & Education	-4,082	-142	0	0
Adult Social Care & Health	-470	712	900	5,096
Housing	-1,989	-589	-993	0
Sustainable Communities Regeneration & Economic Recovery	-325	3,167	0	0
Assistant Chief Executive	687	2,433	-26	-26
Resources	-4,486	-520	500	500
Corporate /Council wide	-3,519	39	40	41
<b>Total budget change</b>	<b>-14,184</b>	<b>5,100</b>	<b>421</b>	<b>5,611</b>

## Increase in Forecast Resources - included within the Council Tax and Business Rates Income Forecast

	2024-25 £'000s	2025-26 £'000s	2026-27 £'000s	2027-28 £'000s
Council Tax Income	-1,086	-353	0	0
Business Rates Income	-1,937	-263	0	0
<b>Total</b>	<b>-3,023</b>	<b>-616</b>	<b>0</b>	<b>0</b>



## Children, Young People &amp; Education

## Savings and Change proposals

Figures are incremental

Pro-Formas	Service	Description	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
<b>Incremental/new savings identified in the 2023-24 Medium Term Financial Plan</b>						
2023 MTFS	Social Work with Children Looked After and Care Leavers	Reduce spend on Children Looked After placements	-330			
2023 MTFS	Early Years Team	Develop family hubs and introduce external funding	-1,300			
<b>Incremental/new savings identified in the 2024-25 Medium Term Financial Plan</b>						
2024-28 SAV CYPE 001	Children's Social Care - Division wide	Children's Social Care staffing budget realignment	-1,110			
2024-28 SAV CYPE 002	Safeguarding and Quality Assurance	Croydon Safeguarding Children Partnership back office restructure	-50			
<b>Transformation Projects</b>						
<b>Incremental/new savings identified in the 2023-24 Medium Term Financial Plan</b>						
2023 MTFS	Directorate wide	Review all joint funding arrangements across education, health and care	-250			
2023 MTFS	Social Work with Families and 0-17 Children with Disabilities	Calleydown – increasing capacity and reducing respite costs	-142	-142		
<b>Incremental/new savings identified in the 2024-25 Medium Term Financial Plan</b>						
2024-28 SAV CYPE 003	Children Looked After and care experienced young people	Review of Children Looked After placements	-900			
<b>Total of Planned Savings</b>			<b>-4,082</b>	<b>-142</b>	<b>0</b>	<b>0</b>

## Net Budget Movement

Figures are incremental

Children, Young People & Education	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Proposed savings	-4,082	-142	0	0
Demand pressures	0	0	0	0
<b>Net Budget Movement</b>	<b>-4,082</b>	<b>-142</b>	<b>0</b>	<b>0</b>

### Adult Social Care & Health

#### Savings and Change proposals

Figures are incremental

Pro-Forma	Service	Description	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
<b>Incremental/new savings identified in the 2024-25 Medium Term Financial Plan</b>						
<b>Transformation Projects</b>						
2024-28 SAV ASCH 001	Departmental wide	Adult Social Care Transformation*	-5,000	-4,000	-4,000	
<b>Total of proposed savings</b>			<b>-5,000</b>	<b>-4,000</b>	<b>-4,000</b>	<b>-</b>

\*Please note that the savings figures for 2025-26 and 2026-27 are indicative only at this stage and will be reviewed next year following completion of the diagnostic work.

#### Demand Pressures

Figures are incremental

Pro-Forma	Division	Description	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
<b>New demand pressures identified in the 2024-25 Medium Term Financial Plan</b>						
2024-28 GRO ASC 001	Departmental wide	Demographic growth	4,530	4,712	4,900	5,096
<b>Total Demand Pressures</b>			<b>4,530</b>	<b>4,712</b>	<b>4,900</b>	<b>5,096</b>

#### Net Budget Movement

Figures are incremental

Adult Social Care & Health	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Proposed savings	-5,000	-4,000	-4,000	0
Demand pressures	4,530	4,712	4,900	5,096
<b>Net Budget Movement</b>	<b>-470</b>	<b>712</b>	<b>900</b>	<b>5,096</b>

## Housing

## Savings and Change proposals

Figures are incremental

Pro-Forma	Service	Description	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Notes
<b><i>Incremental/New savings identified in the 2023-24 Medium Term Financial Plan</i></b>							
2023 MTFS	Emergency and Temporary Accommodation	Housing Needs restructure including Dynamic Purchasing System implementation	-625				
2023 MTFS	Emergency and Temporary Accommodation	Temporary accommodation occupancy checks	-300				
2023 MTFS	Emergency and Temporary Accommodation	Temporary accommodation case review (discretionary cases)	-450				
2023 MTFS	Emergency and Temporary Accommodation	Data cleanse & rent accounts (income collection)	-200				
2023 MTFS	Emergency and Temporary Accommodation	Repurpose general needs voids for emergency accommodation	-175	-175			
2023 MTFS	Emergency and Temporary Accommodation	Demand management	-239	-414			
<b><i>Incremental/New savings identified in the 2024-25 Medium Term Financial Plan</i></b>							
2024-28 SAV HSG 001	Emergency and Temporary Accommodation	Demand management			-653		
2024-28 SAV HSG 002	Emergency and Temporary Accommodation	Supported Housing contracts review			-240		
2024-28 SAV HSG 003	Emergency and Temporary Accommodation	No Recourse to Public Funds			-100		
<b>Total proposed savings</b>			<b>-1,989</b>	<b>-589</b>	<b>-993</b>	<b>0</b>	

## Demand Pressures

Figures are incremental

Pro-Forma	Division	Description	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
<b><i>New demand pressures identified in the 2024-25 financial plan</i></b>						
<b>Total demand pressures</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Net Budget Movement

Figures are incremental

Housing	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Proposed savings	-1,989	-589	-993	0
Demand pressures	0	0	0	0
<b>Net Budget Movement</b>	<b>-1,989</b>	<b>-589</b>	<b>-993</b>	<b>0</b>

## Sustainable Communities Regeneration &amp; Economic Recovery

## Savings and Change Proposals

Figures are incremental

Pro-forma	Service	Description	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
<b><i>Incremental/New savings identified in the 2023-24 Medium Term Financial Plan</i></b>						
2023 MTFS	Leisure	Redesign leisure sports development service	-45			
2023 MTFS	Planning and sustainable regeneration	The charging of a percentage of salaries in Planning and Regeneration to income sources other than General Fund eg Growth Zone, Community Infrastructure Levy and external grants		17		
2023 MTFS	Directorate wide	Realignment of one-off investment of public health grant in libraries (£0.200m) and physical activities (£0.200m). Reversal of one-off saving in 2023-24	400			
<b><i>Incremental/New savings identified in the 2024-25 Medium Term Financial Plan</i></b>						
2024-28 SAV SCRER 001	Violence Reduction Network	Community Infrastructure Levy funding substitution for CCTV	-150	-150		
2024-28 SAV SCRER 003	Spatial Planning, Growth Zone and Regeneration	Deletion of posts in Spatial Planning & Regeneration	-122			
2024-28 SAV SCRER 004	Strategic transport	Strategic Transport	-65			
2024-28 SAV SCRER 005	Employment, Skills and Economic Development	Employment, Skills and Economic Development	-60			
2024-28 SAV SCRER 007	Directorate Wide	Fees and charges		-200		
2024-28 SAV SCRER 008	Waste Collection	Charging for replacement waste containers	-30			
2024-28 SAV SCRER 009	Waste Collection	Clinical waste – remodelled service offer (sanitary/offensive waste)	-30			
<b><i>Transformation Projects</i></b>						
2023 MTFS	Building Control	Building control	-300			
2024-28 SAV SCRER 002	Highways and Parking	Fees and charges - Changes to parking policy	-951			
<b>Total of proposed savings</b>			<b>-1,353</b>	<b>-333</b>	<b>0</b>	<b>0</b>

## Demand Pressures

Figures are incremental

Pro-Forma	Division	Description	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
<b>Incremental/new demand pressures identified in the 2023-24 Medium Term Financial Plan</b>						
2023 MTFS	Waste & Recycling	Refuse contract		2,500		
2024-28 SAV SCRER 006	Highways and Parking	Deferral of highways maintenance		1,000		
<b>Incremental/new demand pressures identified in the 2024-25 Medium Term Financial Plan</b>						
2024-28 GRO SCRER 001	Corporate Resilience	Full time apprentice for resilience and emergency planning team and increase in on call payments to volunteers for emergency response	32			
2024-28 GRO SCRER 002	Culture, Leisure & Libraries	Contract management support for large, platinum & gold level contracts	70			
2024-28 GRO SCRER 003	Independent travel	Special Education Needs Transport – Student Number Cost Driver	620			
<b>Total of demand pressures</b>			<b>722</b>	<b>3,500</b>	<b>0</b>	<b>0</b>

**Legacy Budget Corrections**

Figures are incremental

Pro-Forma	Division	Description	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
2024-28 GRO SCRER 004	Highways and Parking	Right size Highways staff recharge budget	306			
<b>Total legacy budget corrections</b>			<b>306</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Net Budget Movement**

Figures are incremental

Sustainable Communities Regeneration & Economic Recovery	2024-25	2025-26	2026-27	2027-28
	£000	£000	£000	£000
Proposed savings	-1,353	-333	0	0
Demand pressures	722	3,500	0	0
Legacy budget corrections	306	0	0	0
<b>Net Budget Movement</b>	<b>-325</b>	<b>3,167</b>	<b>0</b>	<b>0</b>

## Assistant Chief Executive

## Savings and Change proposals

All figures are incremental

Pro-Forma	Service	Description	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
<b>Incremental/New savings identified in the 2024-25 Medium Term Financial Plan</b>						
2024-28 SAV ACE 001	Communications and Engagement	Fees and charges including film office income generation	-66	-26	-26	-26
2024-28 SAV ACE 002	Human Resources and Organisation Development	Human Resources - Transformation	-50	-50		
2024-28 SAV ACE 003	Strategy and Policy	Reverse Equality, Diversity and Inclusion team expansion	-50			
2024-28 SAV ACE 004	Concessionary Travel	Concessionary Fares reduced activity	-1,037	-815		
2024-28 SAV ACE 005	Strategy and Policy	Delete vacant PPP National Graduate Development Programme (NGDP) trainee post	-42			
2024-28 SAV ACE 006	Public Health	Substitution funding from Public Health Grant and Contain Outbreak Management Fund Grant	-3,000			
<b>Total of proposed savings</b>			<b>-4,245</b>	<b>-891</b>	<b>-26</b>	<b>-26</b>

## Demand Pressures

All figures are incremental

Pro-Forma	Division	Description	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
<b>Incremental/new demand pressures identified in the 2023-24 Medium Term Financial Plan</b>						
2023 MTFS	Concessionary Travel	Increase in the Croydon contribution to the TfL freedom pass scheme	4,932	3,324		
<b>Total demand pressures</b>			<b>4,932</b>	<b>3,324</b>	<b>0</b>	<b>0</b>

## Net Budget Movement

Assistant Chief Executive	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Proposed Savings	-4,245	-891	-26	-26
Budget Pressures	4,932	3,324	0	0
Legacy budget corrections	0	0	0	0
<b>Net Budget Movement</b>	<b>687</b>	<b>2,433</b>	<b>-26</b>	<b>-26</b>

## Resources - Budget Proposals

## Savings and Change proposals

All figures are incremental

Pro-Forma	Service	Description	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
<b><i>Incremental/new savings identified in the 2023-24 Medium Term Financial Plan</i></b>						
2023 MTFS	Finance	Restructure technical support & development teams	-30			
2023 MTFS	Finance	Finance staffing review	-125			
2023 MTFS	Finance	Premier supplier commission	-100			
2023 MTFS	Commercial Investment	PMI Contract Manager - Invest to Save proposal	-79			
<b><i>Incremental/new savings identified in the 2024-25 Medium Term Financial Plan</i></b>						
2024-28 SAV RES 001	Property Management	Energy management, utilities cost recovery	-2,250			
2024-28 SAV RES 002	Property Management	Review of document storage	-10	-40		
2024-28 SAV RES 003	Property and Facilities Management	Review of postage and mail scanning across the Council	-30	-80		
2024-28 SAV RES 006	Procurement	Review of Procurement Team	-120	-170		
2024-28 SAV RES 007	Commercial Investment	Private Finance Initiative contracts review	-241	-520		
2024-28 SAV RES 008	Property and Legal	Review of property and resources related charges to residents	-50	-150		
2024-28 SAV RES 009	Capital delivery - Non HRA	Review departmental location of Education Capital Delivery Team	-250	-100		
2024-28 SAV RES 010	Property	Increasing advertising income from Council assets and property	-50	-100		
2024-28 SAV RES 011	Finance	Increased bailiff fee income - Council Tax and Business Rates collection	-40			
2024-28 SAV RES 012	Finance	Housing benefit subsidy transformation	-1,156	790		
2024-28 SAV RES 013	Finance	Support Services & Development Team - staffing efficiencies	-48			

2024-28 SAV RES 014	Legal	Reduce spend on external solicitors	-281			
	<b>Transformation Projects</b>					
2023 MTFS	Finance	Housing Benefit Review	-1,312			
2024-28 SAV RES 004	Property	Corporate disposals programme	-400	-300		
2024-28 SAV RES 005	Property and Facilities Management	Review of Town Hall Campus	-100	-350		
	<b>Total of proposed savings</b>		<b>-6,672</b>	<b>-1,020</b>	<b>0</b>	<b>0</b>

**Demand Pressures**

Pro-Forma	Division	Description	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
	<b>Incremental/new demand pressures identified in the 2023-24 Medium Term Financial Plan</b>					
2023 MTFS	Commercial Investment	Increase in business rates payable by Croydon in line with the 2022 Rates Revaluation	750			
2023 MTFS	Insurance, Risk & Anti Fraud	Insurance Fund growth	400			
	<b>Incremental/new demand pressures identified in the 2024-25 Medium Term Financial Plan</b>					
2024-28 GRO RES 001	Finance	Strategic Finance Staffing	536			
	<b>Total of Demand Pressures</b>		<b>1,686</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Legacy Budget Corrections**

All figures are incremental

Pro-Forma	Division	Description	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
2023 MTFS	Finance	Housing Benefit Subsidy - Loss on HB Payments with Care Package Element	500	500	500	500
	<b>Total legacy budget corrections</b>		<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>

**Net Budget Movement**

Resources	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Proposed Savings	-6,672	-1,020	0	0
Demand Pressures	1,686	0	0	0
Legacy Budget Corrections	500	500	500	500
<b>Net Budget Movement</b>	<b>-4,486</b>	<b>-520</b>	<b>500</b>	<b>500</b>



## Corporate / Council wide - Budget Proposals

## Savings and Change proposals

Figures are incremental

Pro-forma	Division	Description	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
<b>Incremental/New savings identified in the 2023-24 Medium Term Financial Plan</b>						
2023 MTFS	Council wide	Customer access (council wide)	-1,500			
<b>Opportunities Identified in the 2024-25 Medium Term Financial Plan</b>						
<b>Transformation Projects</b>						
2024-28 SAV CORP 002	Corporate Items	Decrease to borrowing cost budget from asset disposals	-2,090			
<b>Total of proposed savings</b>			<b>-3,590</b>	<b>0</b>	<b>0</b>	<b>-</b>

## Demand Pressures

Figures are incremental

	Division	Description	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
<b>Incremental/new demand pressures identified in the 2023-24 Medium Term Financial Plan</b>						
2023 MTFS	Corporate Items	Increase in external levies	49	26	26	27
2023 MTFS	Corporate Items	Apprenticeship levy	22	13	14	14
<b>Total demand pressures</b>			<b>71</b>	<b>39</b>	<b>40</b>	<b>41</b>

## Net Budget Movement

Figures are incremental

Corporate / Council Wide	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Proposed Savings	-3,590	0	0	0
Demand Pressures	71	39	40	41
<b>Net Budget Movement</b>	<b>-3,519</b>	<b>39</b>	<b>40</b>	<b>41</b>

## Corporate MTFS Proposals which Impact on Funding

Division	Description	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
<b>2024 MTFS Proposals that increase budgeted council tax income</b>					
Finance	Empty property & second home premium	-317	-353		
Finance	Out of borough care leavers relief scheme to be reviewed - increase to Council Tax income	-138			
Finance	Council Tax - debt recovery on Council Tax support recipients (Cabinet paper during 2023)	-420			
Finance	Council Tax support scheme income bandings change by CPI - will factor in	-211			
<b>Increase in Council Tax Forecast</b>		<b>-1,086</b>	<b>-353</b>	<b>0</b>	<b>0</b>
<b>2024 MTFS Proposals that increase budgeted business rates</b>					
Finance	Business Rates income optimisation - increase base through external partner	-239			
Finance	Business Rates major developments - increase to base for growth	-263	-263		
Finance	Business Rates - factor in S31 grant based on higher CPI of 6% instead of 4.5%	-1,435			
<b>Increase in business rates forecast</b>		<b>-1,937</b>	<b>-263</b>	<b>0</b>	<b>0</b>
<b>Total Forecast Increase in Resources</b>		<b>- 3,023</b>	<b>- 616</b>	<b>-</b>	<b>-</b>

2024-25 Budget Setting - Details of New Savings and Growth Proposals							Appendix B1			
Saving/Growth	Directorate	Reference	Title	Description	Staffing Impact	2024-25 New Proposal (£000's)	2025-26 New Proposal (£000's)	2026-27 New Proposal (£000's)	2027-28 New Proposal (£000's)	
Saving	ASCH	2024-28 SAV ASCH 001	ASC Transformation	It is expected that the 2024-25 savings will be delivered through a mixture of ensuring packages of care are reviewed, meeting an individual's current needs and through managing demand; leading to better outcomes for better value. Please note that the savings figures for 2025-26 and 2026-27 are indicative only. They will be reviewed in 2024-25 following completion of a diagnostic review of the Adult Social Care and Health directorate with an external delivery partner.	None.	(5,000)	(4,000)	(4,000)	-	
Saving	ACE	2024-28 SAV ACE 001	Fees and charges including film office income generation	This saving relates to inflationary increases to fees and charges and also includes a proposal to increase the amount of income generated by fees for commercial filming in the borough, through the introduction of new film-friendly policies to encourage production companies to come to Croydon.	None.	(66)	(26)	(26)	(26)	
Saving	ACE	2024-28 SAV ACE 002	HR Transformation	The HR&OD transformation will seek to radically change the service using the McKinsey 7S approach to change management meaning it will be much more transformative than a simple structural change. In overall terms the transformation will aim to move the function from being an administrator/controller function to a greater level of maturity to become a true change agent and business partner. Each of the current functions will be subject to a root and branch review - positioning the function to support the whole council in the delivery of the People and Cultural Transformation Strategy, working in modern, efficient ways, utilising digital and technology where possible to yield efficiency and savings.	Yes. A reduction from the current 43 FTE depending on the transformational review. The change process would result in structural change and would adhere to the Council's restructuring and reorganisation policy and procedure.	(50)	(50)	-	-	
Saving	ACE	2024-28 SAV ACE 003	Reverse Equality, Diversity and Inclusion team expansion	For the past two years the Council's Equality, Diversity and Inclusion (EDI) team has been made up of two FTE posts. In 2023 it was agreed to increase this by one FTE to increase capacity. This proposal would reduce capacity back to previous levels and would require a reduction in the project work of the EDI team and a refocusing on ensuring compliance of our statutory duties, primarily through Equality Impact Assessments and providing advice and support to the wider organisation. The Equalities Officer post is currently vacant (filled by temporary agency cover) and would be deleted.	Deletion of vacant post.	(51)	-	-	-	
Saving	ACE	2024-28 SAV ACE 004	Concessionary Fares reduced activity	The Freedom Pass gives travel concessions to older and disabled residents of Transport for London (TfL) services, funded by London boroughs and government. The costs are based on the number of journeys made over the previous 2 years. Usage fell significantly in 2020-21 due to Covid and has not returned yet to pre-pandemic levels. The ongoing cost has been estimated at median level and will need to be reviewed on an annual basis to take account of the latest travel data. This saving represents a reduction against the previous growth assumptions in the MTFs.	None.	(1,037)	(815)	-	-	
Saving	ACE	2024-28 SAV ACE 005	Delete vacant PPP National Graduate Development Programme (NGDP) trainee post	The structure for the recently established Strategy and Policy Service in Policy, Programmes and Performance included a new National Graduate Development Programme (NGDP) trainee role to support cross working between the Policy, Equalities and Communities teams and the wider organisation. Whilst this would be a useful role and would provide additional capacity for cross-cutting projects and policy development work, it is currently vacant and could be deleted with minimal impact.	Deletion of vacant post.	(42)	-	-	-	
Saving	ACE	2024-28 SAV ACE 006	Substitution funding from Public Health Grant and COMF Grant	The ringfenced Public Health grant and Community Outbreak Management Fund (COMF) grant will be allocated to fund eligible expenditure across the Council, replacing funding from the General Fund to produce a General Fund saving. There will be no direct reduction in services through this substitution of funding, however Public Health input will help with monitoring and improving service outcomes. The allocations will be reviewed on an annual basis.	None.	(3,000)	-	-	-	
Saving	CYPE	2024-28 SAV CYPE 001	Children's Social Care staffing budget realignment	Children's social care staffing budgets are costed with a 5% vacancy rate and assume appointment at the top of the scale for forecasting. The expected turnover of staff across a large service and the targeted recruitment of newly-qualified staff to 'grow our own' skilled workforce indicates that the staffing budget could be set at mid-point of the salary scale for front line staff. Manager posts would not be included to ensure there is potential to appoint across the pay range to attract new managers when required.	None.	(1,110)	-	-	-	
Saving	CYPE	2024-28 SAV CYPE 002	Croydon Safeguarding Children Partnership restructure	Comparisons with other councils indicate that the business unit supporting the Croydon Safeguarding Children Partnership (CSCP) could be reduced. The unit is funded by the statutory partners - health, the police and the council. The Council makes the biggest contribution to costs. A restructure of the business unit as part of the Safeguarding and Quality Assurance service will reduce back-office staff and non-staffing costs and seek to increase partners' contributions in cash or in kind. It will not impact front-line service provision.	This could reduce the back-office establishment from 6 FTE to 5 FTE.	(50)	-	-	-	
Saving	CYPE	2024-28 SAV CYPE 003	Review of Children Looked After placements	The Corporate Parenting Transformation Programme is about transforming Croydon's approach to its whole council corporate parenting responsibilities and achieving value for the Croydon pound. The current programme of work to deliver the MTFs aims to reduce additional placement costs by £300k per year through placing 10 children in In-House Foster Care provision rather than IFAs, and to place 2 children in In House Foster Care provision rather than Semi-Independent. The ambition of the Corporate Parenting Transformation Programme looks to increase these numbers creating a cost avoidance of over £1.2m (an additional £900k).	None.	(900)	-	-	-	
Saving	Housing	2024-28 SAV HSG 001	Demand management	200 households present as homeless per month on average, of which 120 are placed into emergency accommodation, a rate of 60% placement. Lowest cost boroughs for homelessness have a rate of up to 40% placement on presentation. This saving is based on Croydon achieving improved prevention outcomes which will result in less placements in emergency accommodation. This will require embedded change in working practice, staff training and increased management support and oversight.	None.	-	-	(653)	-	
Saving	Housing	2024-28 SAV HSG 002	Supported Housing contracts review	Review of externally commissioned supported accommodation contracts to identify value for money and outcomes delivered for each of the schemes against Council objectives. The savings are based on 10% efficiencies against the annual contract value across five contracts. This review will be conducted with the input of Adults and Children's Services, including to identify alternative accommodation for care experienced young people.	None.	-	-	(240)	-	
Saving	Housing	2024-28 SAV HSG 003	No Recourse to Public Funds	This service is demand led but has made consistent savings since a restructure in 2017-18. Further savings can be offered following a £0.3m underspend in 2022-23. Risk remains that higher cost placements can present without a chance to mitigate leading to increased cost.	None.	-	-	(100)	-	
Saving	Resources	2024-28 SAV RES 001	Energy management and utilities cost recovery	Improvements for managing energy and other utilities costs. This will ensure that utilities (including gas, oil, electricity and water) costs are fully recovered from tenants, external agencies and occupiers of Council property. Utilities unit costs are also expected to decrease from recent high levels and usage to decrease as a result of the asset disposals programme.	None.	(2,250)	-	-	-	
Saving	Resources	2024-28 SAV RES 002	Review of document storage	The proposal will result in a reduction of, and more cost effective, storage of documents across the Council including the Iron Mountain contracted service.	None.	(10)	(40)	-	-	
Saving	Resources	2024-28 SAV RES 003	Review of postage and mail scanning across the Council	High volumes of incoming post are already being scanned by the Council. The systems are not yet complete, with issues around where does scanned mail get sent and who reviews the scanned documents. This proposal contributes to the Council's aspiration to become paperless. All services will be impacted that receive mail. There will be a redesign in staff roles and a potential staffing reduction.	Potential reduction from 5 FTE to 4 FTE from 2025-26.	(30)	(80)	-	-	
Saving	Resources	2024-28 SAV RES 004	Corporate Disposals Programme	Operational savings achieved through the disposal of property assets. This will include both hard and soft Facilities Management activities, repairs and maintenance, and insurance.	None.	(400)	(300)	-	-	
Saving	Resources	2024-28 SAV RES 005	Review of Town Hall Campus	Review and investigate better utilisation of the Town Hall for service delivery, rationalisation of asset and property use, and more efficient use of current property assets.	May result in relocation of services/staff.	(100)	(350)	-	-	
Saving	Resources	2024-28 SAV RES 006	Review of Procurement Team	Review the number and scale of Procurement Team staffing required to support Council activities moving forward. This will involve a redesign of staffing roles and a reduction in posts.	Potential redundancies, job sharing and job amalgamation.	(120)	(170)	-	-	
Saving	Resources	2024-28 SAV RES 007	PFI contracts review	Review to reduce Unitary charges through market test avoidance negotiations, reduce annual RPI indexation, and improve office consolidation to release office space for rental.	Outside of contract milestones, inputted labour can be reduced by 25% enabling the PFI contract manager to work on cost saving initiatives in other sectors.	(241)	(520)	-	-	
Saving	Resources	2024-28 SAV RES 008	Review of property and resources related charges to residents	To seek to ensure that the Council secures 100% cost recovery of both property/facilities management and legal resources for undertaking property/lease transactions at the request of residents, homeowners and businesses.	None.	(50)	(150)	-	-	
Saving	Resources	2024-28 SAV RES 009	Review directorate location of Education Capital Delivery Team	To review the most effective and efficient location of the Education capital delivery team, which is currently located within the Housing team, to improve service delivery and performance. This could integrate the team into the Property Team.	A redesign of staff roles and potential redundancies from reduced number of posts.	(250)	(100)	-	-	
Saving	Resources	2024-28 SAV RES 010	Increasing advertising income from Council assets and property	Income generation from advertising (static and electronic) across the Council's property and land portfolio.	None.	(50)	(100)	-	-	

Saving/Growth	Directorate	Reference	Title	Description	Staffing Impact	2024-25 New Proposal (£000's)	2025-26 New Proposal (£000's)	2026-27 New Proposal (£000's)	2027-28 New Proposal (£000's)
Saving	Resources	2024-28 SAV RES 011	Increased bailiff fee income - Council Tax and Business Rates collection	This saving relates to a continuation of external enforcement in relation to debt collection. The proposed change is to utilise the services of One Source (initially as a pilot) alongside current external enforcement agents. The saving will be achieved through an increase in bailiff fee income related to collection of debts for overdue Council Tax and Business Rates. The agreement with One Source will be on a fee sharing basis, which provides the Council with 40% (rising to 45%) of the bailiff fees collected by One Source.	None.	(40)	-	-	-
Saving	Resources	2024-28 SAV RES 012	Housing Benefit subsidy transformation	The Council does not receive 100% subsidy back on some Housing Benefit expenditure including the areas of Support Exempt Accommodation (SEA) and Temporary Accommodation (TA). Transformation and review of both these areas will reduce the subsidy loss by supporting care users to maximise their claims for eligible housing benefit support from DWP towards their accommodation costs. The proposed savings also include improved collection of housing benefit overpayments. There is already an agreed saving in the MTFs "23-24 RES Sav 14 Housing benefit review (transformation project)" of £1.312m in 2024-25. This proposed saving is in addition to the existing saving. The total proposed extra saving for 2024-25 of £1.156m includes the one-off extra benefit due to increased Housing Benefits overpayment collection, which then reduces in future years due to the roll-out of Universal Credit replacing Housing Benefit. Therefore the ongoing saving from 2025-26 reduces to £0.366m.	None.	(1,156)	790	-	-
Saving	Resources	2024-28 SAV RES 013	Support Services & Development Team - staffing efficiencies	There is an existing MTFs saving for 2023-24 and 2024-25 totalling £60k related to the restructure of the Technical Support & Development (TSD) and Resource Planning and Management Information (RPM) teams. The £60k saving was estimated, however further review has taken place and the restructure is expected to now save £108k from year 2 (2024-25). The team will be able to continue to provide critical business as usual (BAU) administration and system development whilst also having capacity to provide enhancements and continued improvements to the revenues and benefits service, with a focus on automation and digitalisation.	Reduction in establishment from 6.75 FTE to 5 FTE.	(48)	-	-	-
Saving	Resources	2024-28 SAV RES 014	Reduce spend on external solicitors	The proposal is to reduce the Council's spend on external Solicitors by: a) restructuring Legal Services and shifting staffing resources and increasing capacity and expertise in areas of work that are usually outsourced; and b) an 'invest to save' arrangement i.e. invest in the capacity and expertise in-house through recruitment and reduce the level of work outsourced. The hourly cost of the in-house provision is significantly cheaper than external.	Increase in establishment posts of the inhouse legal service.	(281)	-	-	-
Saving	SCRER	2024-28 SAV SCRER 001	Community Infrastructure Levy (CIL) funding substitution for CCTV	Continuation of current CIL funding towards eligible expenditure. This will be reviewed on an annual basis to take account of available funding levels.	None.	(150)	150	-	-
Saving	SCRER	2024-28 SAV SCRER 002	Fees and charges - Changes to parking policy	This proposal is linked to the parking policy transformation. Consultation on the draft parking policy is currently taking place. Changes to the parking fees and charges will be proposed in a separate report to Cabinet following the outcome of the consultation process and evaluation of feedback from that consultation.	None.	(951)	-	-	-
Saving	SCRER	2024-28 SAV SCRER 003	Deletion of posts in Spatial Planning & Regeneration	Deletion of one Senior Affordable Housing Enabling Officer post and one Placemaking Project Officer post.	Reduction in establishment from 16 FTE to 14 FTE.	(122)	-	-	-
Saving	SCRER	2024-28 SAV SCRER 004	Strategic Transport	Reduction in Professional Services budget and recharge of Head of Service project time spent delivering externally funded projects.	None.	(65)	-	-	-
Saving	SCRER	2024-28 SAV SCRER 005	Employment, Skills & Economic Development	Externally fund 50% of the Employment, Skills & Apprenticeship Officer role (through the Apprenticeship Academy - Croydon Works - UKSPF People & Skills Funding), and to reduce legal and professional in year costs by £30k (these will be claimed through the UKSPF Funding).	None.	(60)	-	-	-
Saving	SCRER	2024-28 SAV SCRER 006	Deferral of highways maintenance	Deferral of previously agreed highways maintenance growth by one year from 2024-25 to 2025-26.	None.	(1,000)	1,000	-	-
Saving	SCRER	2024-28 SAV SCRER 007	Fees and charges	This saving relates to income generation across the SCRER directorate through inflationary increases to existing charges.	None.	-	(200)	-	-
Saving	SCRER	2024-28 SAV SCRER 008	Charging for replacement waste containers	Currently the Council provides all new and replacement containers free of charge to residents. There is a charge for commercial containers and for those provided to developers and managing agents. The scheme would see the introduction of an administration fee including a delivery charge for the provision of waste containers to all households. (Note food waste containers would remain free of charge).	None.	(30)	-	-	-
Saving	SCRER	2024-28 SAV SCRER 009	Clinical waste – remodelled service offer (sanitary/offensive waste)	Under current legislation non hazardous clinical waste can be collected and disposed of alongside the general waste collection service. This includes the collection of offensive waste such as sanitary waste, nappies, medical dressing, etc. Note this excludes the collection of sharps ie needles. Currently households requiring the disposal of offensive waste are able to request a separate clinical waste collection. This service is provided on our behalf through our waste collection contract with Veolia.	None.	(30)	-	-	-
Saving	Corporate	2024-28 SAV CORP 001	Decrease to borrowing cost budget from asset disposals	This saving relates to the reduced cost of borrowing (in the Minimum Revenue Provision debt budget) owing to the asset disposal programme over-achievement against the original £50m per annum target. The over-achievement is partly due to the closure of the Brick by Brick housing company.	None.	(2,090)	-	-	-
<b>Total New Savings Proposals</b>						<b>(20,830)</b>	<b>(4,961)</b>	<b>(5,019)</b>	<b>(26)</b>
Growth	ASCH	2024-28 GRO ASCH 001	ASC Demography	This growth bid is for demographic growth that is forecast for the Adult Social Care & Health Directorate. This reflects recognised 'best practice' for local councils to plan and budget for demand led pressures in Adult Social Care. The annual increase of 4% used reflects advice from Partners in Care & Health and is supported by the 2023 ADASS Spring Survey.	None.	4,530	4,712	4,900	5,096
Growth	Resources	2024-28 GRO RES 001	Strategic Finance Staffing	Structural change to: Match service finance teams (Heads of Strategic Finance) to directorate structure; Strengthen Chief Accountant's Team for closing of accounts (prior year accounts and external audit queries), internal/external financial reporting and systems/training/guidance improvements for finance and service staff. Grow our own staff due to labour market difficulties through CIPFA trainees and AAT (local apprenticeship) trainees; Action recommendations from reports (internal and external audit, CIPFA Financial Model, Capital, RPI's and Opening the Books); Support Council-wide improvement projects and move to financial sustainability – transformation, savings and capital/regeneration.	Proposed increase in establishment from 44.8 FTE to 59 FTE.	536	-	-	-
Growth	SCRER	2024-28 GRO SCRER 001	Full time apprentice for resilience and emergency planning team and increase in on call payments to volunteers for emergency response	This proposes that a full time apprentice is procured for the Corporate Resilience Team to support with administrative tasks and take on Business Continuity workload. It will reduce some of the pressures and continued demands accruing from incidents, and allow the team to work through the backlog of outdated plans and procedures that need to be reviewed. This proposal is also to increase the amount of money on call emergency response volunteers receive when performing their duties. Response relies heavily on volunteers, and under the Resilience Standards for London, we are expected to deliver an effective response to major incidents from within our own staff before requesting mutual aid for 48 hours (based on 8 hour shifts).	Increase of 1 FTE Apprentice post.	32	-	-	-
Growth	SCRER	2024-28 GRO SCRER 002	Contract management support for large, platinum & gold level contracts	There are two large, complex, platinum level contracts that sit within Culture, Leisure and Libraries that currently have no dedicated contract support. Both the Fairfield Halls contract (circa £180m) and the GLL contract (circa £160m). This proposal is to create one FTE to manage contracts within the service, as a full time position.	Increase of 1 FTE contract management post.	70	-	-	-
Growth	SCRER	2024-28 GRO SCRER 003	SEND Transport – Student Number Cost Driver	The intention of this growth bid is to consider the continuing student number increases within the Home to School SEND Transport cohort which is a direct consequence of legislative changes from the Children and Families Act 2014 (which increased the educational age to 25, and also implemented the Education and Health Care Plan process (EHCP)). The Council has a statutory responsibility to facilitate access to schooling and education for students 5-25. The growth represents a 5% increase in line with annual student number increases demonstrated over the last 5 years.	None.	620	-	-	-
Growth	SCRER	2024-28 GRO SCRER 004	Rightsize Highways staff recharge budget	There is a need to rightsize the Highways staff recharge budget. The level that the recharge is set at is too high due to 3 factors: 1. the 15% reduction in headcount in 2020 took staff costs out of the budget but did not proportionately reduce the income recharge target; 2. the Transport for London (TfL) Local Implementation Plan staff recharge is based on a much greater TfL LIP settlement than we are currently receiving (circa £3m vs £1.5m current), but the recharge has not been reduced in line with the reduction in LIP settlement; 3. the NRSWA legislation change in April 2023 has altered the process for inspections on utility works, and this in turn has had a knock on impact to the NRSWA recharge matrix for recharging costs to the utilities. These three factors mean that there is a £306k pressure on the highways budget, so growth is requested to rightsize this.	None.	306	-	-	-
<b>Total New Growth Proposals</b>						<b>6,094</b>	<b>4,712</b>	<b>4,900</b>	<b>5,096</b>

**Croydon - Grants Forecast based on the 2023/24 Final Local Government Finance Settlement**

	Final LGFS	Future Forecast				Comments
	2023/24	2024/25***	2025/26****	2026/27	2027/28	
	£'m	£'m	£'m	£'m	£'m	
Improved Better Care Fund	9.978	9.978	10.178	10.381	10.589	
Services Grant	2.994	0				Assumes 2023/24 is the final year.
New Homes Bonus	1.646	0	-	-	-	Assumes 2023/24 is the final year.
EFA Education Services Grant	1.967	1.967	2.006	2.046	2.087	Not yet confirmed
DWP Housing Benefit Admin Grant	1.350	1.350	1.377	1.405	1.433	Check - £1.52m in 22/23. 23/24 not yet confirmed.
Social Care Grant	18.999	28.257	28.822	29.399	29.987	London Councils modelling - repurposed funding from delaying charging reform
Independent Living Fund*	-0.960	-0.960	-0.960	-0.960	-0.960	Grant rolled into Social Care Grant
Centrally Retained DSG**	2.056	2.056	2.097	2.139	2.182	Subject to review against actual commitments
One-off Business Rates levy surplus distribution 2022 to 2023	0.621					New allocation announced in the Final 2023/24 LGFS. Payable in 2022/23 but assumed for use in 2023/24
<b>Core Grant Funding</b>	<b>38.651</b>	<b>42.648</b>	<b>43.520</b>	<b>44.410</b>	<b>45.317</b>	Budgeted for Corporately
New Adult Social Care discharge fund	1.399	2.331	2.378	2.425	2.474	Budgeted for within Adult Social Care
Market sustainability and Improvement fund	3.281	4.934	5.033	5.133	5.236	Budgeted for within Adult Social Care
<b>Adult Social Care Grants</b>	<b>4.680</b>	<b>7.265</b>	<b>7.410</b>	<b>7.559</b>	<b>7.710</b>	
Revenue Support Grant	16.711	17.628	17.981	18.340	18.707	5.5% increase in 24/25 (London Councils modelling)
<b>Total All Grants</b>	<b>60.042</b>	<b>67.541</b>	<b>68.911</b>	<b>70.308</b>	<b>71.734</b>	
<b>Net movement against the prior year</b>						
Core Grants		3.997	0.872	0.890	0.907	
Revenue Support Grant		0.917	0.353	0.360	0.367	
General Grants		4.914	1.225	1.249	1.274	
Adult Social Care		2.585	0.145	0.148	0.151	
		<b>7.499</b>	<b>1.370</b>	<b>1.397</b>	<b>1.425</b>	

\* The Independent Living Fund grant is budgeted for within Adult Social Care.

The grant forms part of the social care grant allocation for 2023/34. To equalise the base 2023/24 position it is shown as a deduction from core grants as this funding will need to offset the ASC pressure.

\*\* Local authorities can apply for protection if their historical prudential borrowing costs exceed the 2023/24 grant allocation Review is in progress to establish if Croydon may receive such protection. The current forecast assumes it does not.

\*\*\* The 2024/25 forecast is based on analysis by London Council's (22 December 2022)

\*\*\*\* An underlying annual uplift of 2% is assumed for all grants beyond 2024/25.

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## Business Rates - Forecast

	2023/24	2024/25	2025/26	2026/27	2027/28	
	£'m	£'m	£'m	£'m	£'m	
Section 31 grant for underindexing the business rates multiplier	12.419	12.419	12.419	12.419	12.419	In line with the NNDR1 Return for 2023/24. Assume no future growth given economic slowdown risk
Business Rates-top-up grant	35.921	37.864	40.005	40.805	41.621	2023/24 as per the LGFS. 2024/25 & 2025/26 uprated in line with LG Futures modelling. Years thereafter uprated by an assumed 2% per annum
In-Year Business Rates Income	32.168	33.909	33.909	33.909	33.909	Croydon 30% share of business rates income collected. Estimate based on the 2023/24 NNDR1. Assume no future uplift given risk of economic slowdown.
Other section 31 grants (for business rate reliefs)	10.338	11.479	11.479	11.479	11.479	Based on NNDR1 for 2023/24 and LG Futures modelling. Assume no future growth given economic slowdown risk.
Prior Year Adjustments	-12.215	0	0	0	0	Arising from prior year rebates
Draw down from business rates reserve	12.215	0	0	0	0	Reserve c/fwd to 23/24 of £19.633m funded from section 31 grants received for covid business rate reliefs. This is matched against the prior year adjustments.
2024-25 Budget proposals		1.937	2.200	2.200	2.200	Impact of new developments and allowance for inflation
<b>Total - All Business Rates</b>	<b>90.846</b>	<b>97.608</b>	<b>100.012</b>	<b>100.812</b>	<b>101.628</b>	

## Croydon Budget Presentation

Section 31 grant for underindexing the business rates multiplier	12.419	12.419	12.419	12.419	12.419
Business Rates Income	78.427	85.189	87.593	88.393	89.209
<b>Total</b>	<b>90.846</b>	<b>97.608</b>	<b>100.012</b>	<b>100.812</b>	<b>101.628</b>

## Notes:

- A business rates revaluation is effective from 1 April 2023.  
The impact should be neutral but the split between income and the top-up grant may change.  
Transitional reliefs may also apply and change the level of section 31 grants.
- This forecast is based on the NNDR1 submitted in January 2023.
- The business rates system is due to be rebased from 2025/26.  
For the purpose of this forecast the impact is assumed to be neutral.
- Croydon will carry forward a business rate relief reserve of £19.633m to 2023/24  
This was funded from government section 31 grant received in respect of business rate reliefs provided during Covid.  
The reserve is now matched against the prior year business rate adjustments arising from the impact of Covid.

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## Budget Setting Timetable 2024-25

Date of Meeting / Task	Meeting and Agenda
Tue 17 October 2023	<b>Task</b> Publish October Cabinet paper
<b>TBC</b>	<b>Scrutiny &amp; Overview Committee (October Cabinet papers)</b> 2024-28 Medium Term Financial Strategy Update - budget engagement launch - list of potential new savings and growth - budget setting timetable
<b>Wed 25 October 2023</b>	<b>Corporate Management Team (December Cabinet papers)</b> Fees and Charges 2024-25 Capital Programme and Capital Strategy 2023-29 HRA Business Plan and Budget Update 2024-25 HRA Rent Setting 2024-25
<b>Wed 25 October 2023</b>	<b>CABINET</b> 2024-28 Medium Term Financial Strategy Update - budget engagement launch - list of potential new savings and growth - budget setting timetable
<b>Mon 30 October 2023</b>	<b>Task</b> Budget Consultation - commence Monday 6 November to Sunday 17 December (six weeks) - Include list of potential savings
<b>Mon 06 November 2023</b>	<b>Mayor's Advisory Board (December Cabinet papers)</b> Fees and Charges 2024-25 Capital Programme and Capital Strategy 2023-29 HRA Business Plan and Budget Update 2024-25 HRA Rent Setting 2024-25
<b>November 2023</b>	<b>Task</b> Council Taxbase calculation agreed by s151 Officer
<b>DATE TBC</b>	<b>Chancellor's Autumn Statement - 2023 Spending Review</b>
<b>TBC</b>	<b>Scrutiny &amp; Overview Committee (December Cabinet papers)</b> Fees and Charges 2024-25 Capital Programme and Capital Strategy 2023-29 HRA Business Plan and Budget Update 2024-25 HRA Rent Setting 2024-25
<b>Wed 06 December 2023</b>	<b>CABINET</b> Fees and Charges 2024-25 Capital Programme and Capital Strategy 2023-29 HRA Business Plan and Budget Update 2024-25 HRA Rent Setting 2024-25
<b>December 2023</b>	<b>Corporate Management Team</b> Budget 2024-25 and Medium Term Financial Strategy 2024-28 Treasury Management Strategy Statement, Investment Strategy and Minimum Revenue Provision Policy Statement 2024-25
<b>December 2023</b>	<b>Mayor's Advisory Board</b> Budget 2024-25 and Medium Term Financial Strategy 2024-28 Treasury Management Strategy Statement, Investment Strategy and Minimum Revenue Provision Policy Statement 2024-25
<b>DATE TBC</b>	<b>Provisional Local Government Finance Settlement – specific details received</b>
<b>TBC - December</b>	<b>School's Forum</b>
<b>Wed 10 January 2024</b>	<b>Scrutiny &amp; Overview - Initial budget proposals to be sent to SOC not less than 4 weeks before Cabinet budget meeting</b> Budget 2024-25 and Medium Term Financial Strategy 2024-28 - initial budget proposals
<b>DATE TBC</b>	<b>Final Local Government Finance Settlement – specific details received</b>
<b>Mon 22 January 2024</b>	<b>Scrutiny &amp; Overview Committee - Budget Scrutiny Meeting</b> Budget 2024-25 and Medium Term Financial Strategy 2024-28 Treasury Management Strategy Statement, Investment Strategy and Minimum Revenue Provision Policy Statement 2024-25
<b>TBC</b>	<b>DLUHC - confirmation letter regarding capitalisation direction or other support</b>
<b>Wed 07 February 2024</b>	<b>CABINET - Budget Meeting</b> Budget 2024-25 and Medium Term Financial Strategy 2024-28 Treasury Management Strategy Statement, Investment Strategy and Minimum Revenue Provision Policy Statement 2024-25
<b>Thu 22 February 2024</b>	<b>GLA Council Tax Setting Meeting</b>
<b>Wed 28 February 2024</b>	<b>FULL COUNCIL - Budget Meeting</b> The Council's Budget 2024-25 and Medium Term Financial Strategy 2024-28 - includes Treasury Management Strategy Statement, Investment Strategy and Minimum Revenue Provision Policy Statement 2024-25
<b>Wed 06 March 2024</b>	<b>FULL COUNCIL - Budget Meeting (reserve)</b> The Council's Budget 2024-25 and Medium Term Financial Strategy 2024-28 - includes Treasury Management Strategy Statement, Investment Strategy and Minimum Revenue Provision Policy Statement 2024-25

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### **Croydon Specific Unfunded New Financial Pressures and Services**

Unaccompanied Asylum Seeking Children	<p>Unaccompanied Asylum Seeking Children (UASC) are children and young people who are seeking asylum in the UK but who have been separated from their parents or carers. While their claim is processed, they are cared for by a local authority. The local authority in which the child first presents is normally responsible for their care. As the Asylum Intake Unit is in Croydon this has put disproportionate pressure on local authorities such as Croydon.</p> <p>While at April 2022, the number of UASC young people was 108 which was itself a reduction of 97 on April 2021, as at August 2023 there remain 92. While grant funding is received for almost all and covers their direct care costs, they do consume capacity in the foster care system. Consequently, 30 of Croydon's non UASC children requiring care are looked after by an Independent Fostering Agency which is more than double the cost of in-house foster carers. <b>The unfunded financial pressure to Croydon is £0.65m per annum.</b></p>
Former Unaccompanied Asylum Seeking Children cohort now over 18 years	<p>The growing financial pressure on Croydon is caused by the former UASC cohort who have now reached the age of 18 and are liable for ongoing support to 25. In total there are 452 former UASC and 92 current UASC for which Croydon provides a support team of 35 FTE in addition to the Home Office funded 4 FTE. Additionally, the Council bears the housing costs of over 18 Cohort. <b>The unfunded financial pressure to Croydon is £2.7m per annum.</b></p>
Private Care Homes	<p>Due to the size of the care home market in Croydon and increases in care costs, there is a risk that self-funders will become eligible for adult social care means tested funding more quickly. This may have a significant impact on the budget.</p>
Council Tax Discount and Temporary Accommodation.	<p>Croydon has triple the London average of Care Leavers and double the next highest London Borough (Hillingdon). <b>The disproportionate cost to Croydon is £1.25m.</b></p>
Education and social care	<p>Education and social care responsibility for families that move into the borough through the asylum system. Education and Children's social care responsibility for all placements in the borough by other councils. The Council is disproportionately impacted due to its relatively cheaper</p>

	accommodation costs drawing in large numbers of placements from outside the borough. Adult social care is put under pressure from the disproportionate number of homes aimed at the elderly and residential care homes in the borough. This draws in an older population and people living with disabilities who are initially self-funding but who often eventually have to turn to council support.
Transport Road Maintenance	Croydon has the largest road network length in London. It is disproportionately impacted by funding shortfalls.

### **Unfunded financial pressures on local government and the impact on Croydon**

Council Tax Support	Council tax benefit was funded 100% by the government prior to 2013. Local authorities were asked to design their own Local Council Tax Support schemes from 2013 with funding cut by 10% (but more like 19%). Since 2013 no account has been taken of the increase in the cost of the LCTS scheme due to the change in council tax levels and caseload numbers. <b>The cost to Croydon is £5m+ per annum.</b>
Population Growth	Based on the 2021 census data the Croydon population size has increased by 7.5% from 363,400 in 2011 to 390,800 in 2021. Government funding streams have not been adjusted upwards to recognize such population pressure. <b>The shortfall is estimated at £7m per annum.</b>
Housing Benefit - Supported Exempted Accommodation	This accommodation is intended for people with support needs such as recent prison leavers; care leavers; those fleeing domestic violence; and homeless people with substance dependence or mental health issues. Croydon receives 100% housing benefit subsidy if the accommodation is provided by a Registered Social Landlord, but Croydon does not get 100% subsidy if the Landlord is a charity or a not-for-profit organisation. <b>The shortfall in government funding is estimated at £6m per year for Croydon.</b>
No Recourse to Public Funds/Appeal Rights Exhausted cohort	<b>No Recourse to Public Funds/Appeal Rights Exhausted</b> A person will be subject to immigration control when they have one of the following types of immigration status: Leave to enter or remain, which is subject to the 'No Recourse to Public Funds' (NRPF) condition, such as: Leave to enter as a visitor. Leave to remain as a spouse. The Council currently supports 31 NRPF persons and 5 Appeal Rights Exhausted persons placed in temporary accommodation. <b>The unfunded financial pressure to Croydon is £0.82m in 2023/24 and was £0.97m in 2022/23.</b>



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<b>Best Case</b>				
Figures are cumulative	2024-25	2025-26	2026-27	2027-28
	£'m	£'m	£'m	£'m
<b>Current forecast budget deficit net of savings</b>	<b>6.0</b>	<b>1.9</b>	<b>0.3</b>	<b>0.3</b>
Inflation	-4.8	-8.3	-11.8	-15.3
Demand & demographic pressures	-0.5	-3.5	-7.0	-10.9
Net cost of borrowing	-1.7	-3.7	-5.9	-8.2
Benefit from asset disposal programme	0.5	1.0	1.5	1.5
Government grants	-3.8	-5.3	-6.8	-8.3
Business Rates	-0.8	-1.6	-2.4	-3.2
Council Tax	-0.6	-1.2	-1.8	-2.4
Transformation	-1.0	-1.0	-1.0	-1.0
Savings	0.0	-7.5	-15.0	-22.5
Adjustment to net cost of borrowing re assumed use of capitalisation directives		-0.5	-2.4	-4.2
<b>Net Change</b>	<b>-12.7</b>	<b>-31.6</b>	<b>-52.6</b>	<b>-74.5</b>
<b>Updated deficit net of savings</b>	<b>-6.7</b>	<b>-29.7</b>	<b>-52.3</b>	<b>-74.2</b>
Current assumed capitalisation direction	38.0	38.0	38.0	38.0
Adjustment for best case surplus	-6.7	-29.7	-52.3	-74.2
<b>Updated capitalisation directive</b>	<b>31.3</b>	<b>8.3</b>	<b>0.0</b>	<b>0.0</b>
<b>Best Case Assumptions</b>				
1. Inflation - 1% less than main forecast.				
2. Demand & demographic pressures - part funding of 2023-24 growth (Finance) from reserves. Future years growth restricted to the level currently provided for 24-25 (below trend average)				
3. Net cost of borrowing - interest rate 1% less than 6% currently assumed				
4. Benefit of asset disposal programme - lower saving if 1% interest rate reduction assumed				
5. Government grants - New Homes Bonus Grant & Service grant of £4.6m currently modelled to cease in 2024-25. Best case assumes 50% (£2.3m) will continue. Also assume extra grant uplift of 2.5% in recognition of inflation.				
6. Business rates - assume extra 2% core growth in local retained business rates				
7. Council tax - assume extra 0.5% taxbase growth (in addition to trend growth of 1.18% currently modelled)				
8. Transformation - Reduction of £1m in £5m core budget - through cost control/use of reserves.				
9. Savings- increase target savings of £20m beyond 24-25 to 7.5% of the budget requirement				
10. Net cost of borrowing - the lower use of capitalisation directions feeds through to a lower net cost of borrowing. Modelled at 8% (2% minimum revenue provision & 6% interest) in the subsequent year				

<b>Worst Case</b>				
Figures are cumulative	2024-25	2025-26	2026-27	2027-28
	£'m	£'m	£'m	£'m
<b>Current forecast budget deficit net of savings</b>	<b>6.0</b>	<b>1.9</b>	<b>0.3</b>	<b>0.3</b>
Inflation	9.7	16.5	23.3	30.1
Demand & demographic pressures	3.0	6.0	9.0	12.0
Net cost of borrowing	1.7	3.7	5.9	8.2
Benefit from asset disposal programme	-0.5	-1.0	-1.5	-1.5
Government grants	1.4	2.8	4.2	5.6
Business Rates	5.5	5.5	5.5	5.5
Council Tax	1.2	2.4	3.6	4.8
Transformation	5.0	5.0	5.0	5.0
Savings	0.0	2.0	4.0	6.0
Adjustment to net cost of borrowing re assumed use of capitalisation directives		2.6	3.8	5.0
<b>Net Change</b>	<b>27.0</b>	<b>45.5</b>	<b>62.8</b>	<b>80.7</b>
<b>Updated deficit</b>	<b>33.0</b>	<b>47.4</b>	<b>63.1</b>	<b>81.0</b>
Current assumed capitalisation direction	38.0	38.0	38.0	38.0
Adjustment for worst case budget deficit increase	33.0	47.4	63.1	81.0
<b>Updated capitalisation directive</b>	<b>71.0</b>	<b>85.4</b>	<b>101.1</b>	<b>119.0</b>
<b>Worst Case Assumptions</b>				
1. Inflation - 2% more than main forecast. Variance greater than best case as an upside risk.				
2. Demand & demographic pressures - model 5% core growth for ASC rather than 4%				
An extra £2m for all other services.				
3. Net cost of borrowing - interest rate 1% more than 6% currently assumed				
4. Benefit of asset disposal programme - greater saving if 1% interest rate increase assumed				
5. Government grants - grant flatlines in response to government spending controls.				
6. Business rates - assume funded at the 'safety net level'. Risk of economic downturn				
7. Council tax - assume taxbase growth 0.5% lower than trend				
Collection rate reduced from 97.5% to 97% due to economic downturn risk.				
8. Transformation. Scale of budget challenge requires continuation at £10m per annum.				
9. Savings- allowance for 10% non-delivery				
10. Net cost of borrowing - the increased use of capitalisation directions feeds through to a higher net cost of borrowing. Modelled at 8% (2% minimum revenue provision & 6% interest) in the subsequent year				



Appendix H: Transformation Projects

<b>RAG Definition</b>	<b>Red – Project not on track and mitigation outside of project manager control</b>	<b>Amber – Project not on track, mitigation within project manager control</b>	<b>Green – Project on track</b>	<b>Blue – Project complete/closed</b>	<b>Project not started</b>
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Workstream	Status	Project	Description	RAG	Budget	Benefits
Assets	Closed	Family Justice Service Review PR000067	Relocation of the Family Justice Service, into an appropriate fit for purpose location in another LBC Asset.	Blue	£100,000	Delivered savings of <b>£350,000</b> per annum from 2023/24 Relocation of the service to allow for an asset saving.
	In Delivery	Asset Disposal and Property Transformation PR000115	Annual Assets Disposal Plan (AADP) has a target disposal value of a minimum £50m pa to support the requirements of the MTFS through the reduction in capital borrowing and annual revenue costs.	Green	£0	<b>£100m</b> capital receipts 23-24 & 24-25.
	Discovery Phase	Croydon Campus PR000104	To reconfigure Croydon Campus including Town Hall, BWH and Davis House introducing a Community Hub to improve customer experience	Green	£250,000	Currently in discovery phase, benefits to be determined.
		Community Hubs PR000049	The proposed Community Hub model intends to consolidate the use of libraries, to ensure they are being utilised fully and not left unused and closed for several days per week	Green	£250,000	
		CALAT PR000110	A review of the Adult Learning Service (CALAT) to determine: WHAT the future service should be, HOW it should be delivered, from WHERE, and within the umbrella of affordability.	Green	£50,000	
	Housing	Closed	Housing Benefit Review PR000000	Project closed as duplication with Phase 1 of the Housing Benefit Subsidy SEA & EA/TA review.	Blue	£0

Workstream	Status	Project	Description	RAG	Budget	Benefits
	In Delivery	Housing Needs Restructure PR000132	The project will restructure the Housing Needs and Homelessness service to ensure it is fit-for-purpose, and an efficient and effective service is provided within a reduced financial envelope.	Amber	£60,000	Indicative savings of <b>£1.75m-£2.0m</b> to be delivered over 2023-24 and 2024-25, from 3 projects (i.e. Housing Needs restructure, Housing Benefits subsidy and Housing Association recharges).
		Housing Benefit Subsidy Support Exempt Accommodation & Emergency Accommodation/ Temporary Accommodation PR000059	Review SEA and establish occupation and charging principles.	Green	£0	
		Housing Association Liaison (recharges & nominations) PR000165	A Housing Liaison officer who will be focused on the governance of all relevant contracts and nomination agreements to maximise properties available to the Council to move households out of emergency and into temporary accommodation.	Green	£59,000	
		Dynamic Purchasing System (contract compliance) PR000087	The project is intended to address identified procurement compliance issue with acquisition of emergency accommodation – within a VFM framework as part of the MTFS savings.	Amber	£92,000	Improve practice Manage demand Improve efficiency Increase effectiveness.
		Data Cleanse & Rent Accounts PR000164	This project will cleanse historical and backdated rent accounts, to minimise debt and maximise income opportunities.	Amber	£26,000	Improve practice Improve efficiency Increase effectiveness.
		Temporary Accommodation (occupancy checks) PR000163	To conduct occupancy checks in emergency and temporary accommodation. This will enable the council to carry out both welfare checks and have		£291,000	To be determined as part of the project mobilisation phase.
	Not Started					

Workstream	Status	Project	Description	RAG	Budget	Benefits
			updated information on the number of households living in such accommodation.			
		Temporary Accommodation (case review) PR000161	To review circumstances of households placed in temporary accommodation on a discretionary basis and to formulate an exit plan for those to whom the Council does not owe a main housing duty.		£291,000	
		Supported Housing Review PR000166	A review of the Council's housing related contracts across the Housing and CYPE and ASC&H directorates to formalise arrangements, ensure best value and compliance, and address areas of overlap in provision.		£80,000	
ASC&H	Closed	Adult Social Care Transformation PR000360	The final year of the ongoing Adult Social Care improvement budget capitalisation.	Blue	£1,100,000	£9.4m packages of care saving 23-24
	In Delivery	ASC Reviews Capacity PR000090	Supporting the pace of stratified and statutory reviews being delivered in Adult Social Care and Health.	Green	£461,000	
		S117 Project PR000070	Improved processes and procedures for meeting the Section 117 after-care needs following and Local Government Ombudsman (LGO) report.	Green	£178,000	2034 out of 2327 desktop reviews completed.
	Discovery Phase	Transitioning Commissioning Care Model PR000103	Develop pathways across Childrens and Adults to commission enabling services.	Green	£82,000	Currently in discovery phase, benefits to be determined.
		Intermediate Care PR000100	Establish a community reablement service.	Green	£60,000	The outcomes and learning of the pilot will inform the diagnostic to be completed

Workstream	Status	Project	Description	RAG	Budget	Benefits
						by the strategic delivery partner.
	Not Started	ASCH Strategic Delivery Partner PR000349	A delivery partner to enhance the work of our managing demand programme transformation.		£1,134,480	There will be no tangible benefits identified until the completion of the phase 1 diagnostic (expected circa Feb 2024).
	Not started	Outcomes Based Domiciliary Care Model PR000102	Remodel end to end process for provision of Domiciliary Care.		£110,000	To be determined as part of the project mobilisation phase.
CYPE	In Delivery	Sustaining Demand at the Front Door PR000078	To develop systems & processes in the front door of Children's Social Care, maximising efficiencies, multi-agency contributions to target resources to greatest effect, reducing cost of interventions & placements.	Amber	£190,000	On track to achieve <b>£200,000</b> savings per annum from 2023/24
		Corporate Parenting Transformation PR000298	To deliver, implement and further improve the fostering service as reviewed in 22/23 - including the development of a digital platform for recruiting and training of foster carers.	Amber	£742,750	Aim to achieve savings of <b>£225,000</b> in 2023/24 & <b>£912,944</b> in 2024/25
		Joint Funding Arrangements PR000074	To review and improve joint funding arrangements and processes across children's social care, health and education.	Amber	£110,000	Aim to achieve <b>£250,000</b> savings in 2024/25
		Further Development of the Locality SEND Support Model Across Early Years Settings PR000063	To ensure that more pupils are educated in the borough and in mainstream schools. To provide early support for pupils with special educational needs.	Amber	£240,000	This project will not directly deliver a general fund saving but will be an enabler for the organisation to meet the KPIs and continue to implement the strategies within the Safety Valve process.

Workstream	Status	Project	Description	RAG	Budget	Benefits
	Discovery Phase	Calleydown Transformation PR000089	To explore the scope for expanding the physical building capacity of this residential home vulnerable residents.	Amber	£134,000	Aim to achieve savings of <b>£142,000</b> in 2024/25 & <b>£142,000</b> in 2025/26.
Service Transformation	Closed	VCS Review PR000083	As the Community Fund reaches the end of its lifecycle, a review of VCS spend across the Council to better ensure VCS spend, and ensuing outcomes sit within the financial envelope set by the MTFS.	Blue	£0	Delivered a <b>£800,000</b> saving built into the 2023-34 Assistant Chief Executive budget.
		Commercial & Income Opportunities PR000093	Evaluate income and growth opportunities across identified council services.	Blue	£0	<b>£200,000</b> pa increase in the Premier Supplier Programme added to MTFS budget.
		PFI Contract Manager PR000098	To recruit a PFI Manager.	Blue	£0	PFI contract manager successfully recruited.
	In Delivery	Croydon Parking Policy 2023 PR000357	This project is intended to review the existing Parking Policy.	Green	£200,000	<b>£951,000</b> additional income is expected in 2024/25 and in subsequent years.
		Income and Debt Portfolio PR000094	To correctly price fees and charges and improve management of demand.	Amber	£50,000	The current projects are expected to increase collected fees and charges by <b>£3.1m</b> over the next 3 years.
		Building Control Transformation PR000108	To transform the Building Control service, to ensure the provisions meets statutory requirements and represents value for money in the current economic climate.	Green	£450,000	Planning and Building control projects are expected to generate <b>£300,000</b> in 2024/25.
		Planning Transformation PR000109	The review and revamping of the Development Management Planning Service addressing some of the long-standing operational concerns to ensure an efficient and effective value for money service is provided.	Amber	£300,000	

Workstream	Status	Project	Description	RAG	Budget	Benefits
			Also, that service reputational concerns are addressed.			
		Community Equipment Service PR000092	Review the financial performance and sustainability of Community Equipment Service (CES) - exploring opportunities to reduce costs; grow income; evaluate options for service delivery.	Green	£40,000	Projected financial benefits from the approach profiled at approx. <b>£3m</b> over 7 years of a contract.
	Discovery Phase	Croydon Museum Transformation PR000068	To determine whether the current model represents the best approach to delivering services and value for money in the current financial climate.	Green	£269,600	Currently in discovery phase, benefits to be determined.
		Approach to Strategic Planning and Commissioning Transformation PR000026	To develop a new framework for policy making, strategic planning and commissioning - identifying the resources, skills, knowledge and culture we will need to deliver our Council priorities and plan.	Amber	£290,000	
		Passenger SEND Transport Transformation PR000065	To review the approach to providing passenger transport to SEN children and adults - that includes consideration of personal travel plans and new commissioning approach.	Green	£100,000	
<b>Enabling</b>	In Delivery	HR Transformation PR000052	The HR Transformation Programme is made up of a number of projects in HR to support wider elements of service improvement, culture change and financial savings.	Green	£78,000	HR redesign savings of <b>£50,000</b> in 2024/25 and <b>£50,000</b> in 2025/26 Restructuring of the Payroll team saving <b>£150,000</b> to be realised by 31st March 2024
		Business Intelligence Review PR000007	A project that drives efficiency using Business Intelligence. <u>Workstream one</u> - data matching initiatives using the National Fraud Initiative as a guide for areas to	Amber	£0	<u>Single Person's Discount:</u> 1911 SPDs cancelled <b>£914,213</b> (additional revenue raised) <u>Freedom Passes (Disability)</u>

Workstream	Status	Project	Description	RAG	Budget	Benefits
			<p>review, to ensure the council only provides discounts and benefits to residents that are eligible to receive such discounts.</p> <p><u>Workstream two</u> – to explore data maturity across the organisation, creating and understanding by carrying out a data / intelligence maturity review.</p>			<p>474 passes de-activated saving <b>£81,528</b> – (Based on £172 per head (covid)) or <b>£142,200</b> – (Based on potential £300 per head - pre-covid guess)</p> <p><u>Freedom Passes – (Older Persons)</u></p> <p>2783 applicants reviewed 1063 evidence provided 945 accepted 113 rejected, 5 to check</p>
	Discovery Phase	Customer Access Review PR000105	This project is to facilitate the engagement of a management consultancy company, called Methods, to deliver on a Customer Access Discovery task – this will inform next steps of the project.	Green	£200,000	Currently in discovery phase, benefits to be determined
Oracle Improvement Programme Development PR000344		Funding of resources to develop the One Oracle Programme business case	Amber	£175,000		
Digital& Resident Access Review PR000053		This project is intended to conduct a review of Digital & Resident Access to assess the service for opportunities of transformation including the structure, tools and processes used by the service.	Green	£80,000		

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## LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	<b>CABINET</b>	
<b>DATE OF DECISION</b>	<b>25 October 2023</b>	
<b>REPORT TITLE:</b>	<b>2023-24 Period 4 Financial Performance Report</b>	
<b>CORPORATE DIRECTOR</b>	<b>Jane West Corporate Director of Resources (Section 151 Officer)</b>	
<b>LEAD OFFICER:</b>	<b>Allister Bannin, Director of Finance (Deputy S151)</b>	
<b>LEAD MEMBER:</b>	<b>Cllr Jason Cummings, Cabinet Member for Finance</b>	
<b>KEY DECISION?</b>	<b>Yes</b>	<b>Reason: Key Decision – Decision incurs expenditure, or makes savings, of more than £1,000,000 or such smaller sum which the decision-taker considers is significant having regard to the Council’s budget for the service or function to which the decision relates</b>
<b>CONTAINS EXEMPT INFORMATION?</b>	<b>No</b>	<b>Public Grounds for the exemption: N/A</b>
<b>WARDS AFFECTED:</b>	<b>All</b>	

### 1 SUMMARY OF REPORT

1.1 This report provides the Council’s financial performance as at Period 4 (July 2023) for the General Fund, Housing Revenue Account (HRA) and the Capital Programme. The report forms part of the Council’s financial management process for publicly reporting financial performance on a monthly basis.

#### Financial Performance Summary Table

Financial Performance Area	2023-24 Revised Budget (£m)	2023-24 Forecast (£m)	2023-24 Forecast Variance (£m)
Revenue Forecast (General Fund)	340.9	340.9	-
Revenue Forecast (Housing Revenue Account)	-	3.8	3.8
Capital Forecast (General Fund)	144.7	130.8	(13.9)
Capital Forecast (Housing Revenue Account)	33.2	37.3	4.1

## 2 RECOMMENDATIONS

For the reasons set out in the report, the Executive Mayor in Cabinet is recommended:

- 2.1** to note the General Fund revenue budget outturn is forecast to breakeven at Period 4, after the forecast utilisation of £63m capitalisation directions requested from DLUHC and £4.1m of the corporate risk contingency budget. It is not planned to utilise the risk contingency budget and directorates will work to bring the service directorate positions within budget.
- 2.2** to note the progress in MTFS savings achievement as set out in paragraph 4.82.
- 2.3** to note the work that has commenced on the Council's Transformation Programme as set out from paragraph 4.77.
- 2.4** to note the Housing Revenue Account (HRA) revenue budget outturn is forecast to overspend by £3.8m.
- 2.5** to approve a net budget increase to the 2022-26 General Fund capital programme budget of £0.336m, owing to slippage, changes in grant funding and the removal of the transformation budget (originally slipped from 2022-23), as set out in paragraph 4.97.
- 2.6** to approve the allocation of £4.000m reserves funding for transformation expenditure, as set out in paragraph 4.77.
- 2.7** to note the General Fund capital programme 2023-24 forecast underspend of £13.9m against the revised capital budget (to be agreed by Cabinet) of £144.7m.
- 2.8** to note the HRA capital programme 2023-24 forecast overspend of £4.1m against the revised capital budget of £33.2m.
- 2.9** to note the Council's historic legacy borrowing and debt burden continues to be critical to the sustainability of the Council's revenue budget. Dialogue with the Department for Levelling Up, Housing and Communities (DLUHC) continues, and the Council is seeking further financial support from Government in regards to its level of indebtedness and balancing the budget to ensure it can deliver sustainable local government services.
- 2.10** to note that the Council continues to operate Spend Control Panels to ensure that tight financial control and assurance oversight are maintained.
- 2.11** to note that current forecasts are based on the best available information at the time and will be subject to review and change during the financial year.

### **3 REASONS FOR RECOMMENDATIONS**

- 3.1** The Financial Performance Report is presented monthly to Cabinet and provides a detailed breakdown of the Council's financial position and the in-year challenges it faces. It covers the General Fund, Housing Revenue Account (HRA) and Capital Programme. The Financial Performance Report ensures there is transparency in the financial position, and enables scrutiny by the Executive Mayor, Cabinet, Scrutiny & Overview Committee and the public. It offers reassurance regarding the commitment by Chief Officers to more effective financial management and discipline.

### **4 BACKGROUND AND DETAILS**

- 4.1** The 2023-24 budget approved by Council in March 2023 set a net revenue budget of £340.9m. This required capitalisation directions from government of £63m to balance, owing to resolving historical inaccurate accounting treatments and to fund the ongoing annual servicing of debt.
- 4.2** The Council's historic legacy borrowing and debt burden continues to be critical to the sustainability of the Council's revenue budget.
- 4.3** The current forecast is that the Council will breakeven against the 2023-24 General Fund revenue budget, however this is following the forecast utilisation of the £63m capitalisation directions requested from DLUHC and £4.1m of the corporate risk contingency budget. It is not planned to utilise the risk contingency budget and directorates will work to bring the service directorate positions within budget.

#### **Cost of Living Considerations**

- 4.4** There are a number of inflationary pressures that the Council, like all local authorities, is managing. The UK's Consumer Prices Index (CPI) inflation rate was 6.8% in the 12 months to July 2023, remaining high albeit lower than the Office for National Statistics (ONS) reporting in November 2022 that the CPI hit 11.1% in October 2022. This impact goes beyond the Council as the cost of living is affecting all households and businesses.
- 4.5** These macro-economic factors are impacted by international events and, therefore, well beyond the control of Croydon Council. Despite the limitations, the Council is seeking to support households wherever possible.
- 4.6** A dedicated cost of living information hub has been established on the Council's website. This provides a single source of information, informing residents of the financial support available and signposting to further support, advice and guidance. This information is continually reviewed, updated and improved.

**4.7** The Council provides a wide range of support for residents that may be struggling owing to cost of living pressures. These include:

- Discretionary support for residents in financial hardship, including the Household Support Fund
- Council Tax support – for residents on a low income or in receipt of benefits, Council Tax bills could be reduced by up to 100%
- Council Tax Hardship Fund (supporting low income households that cannot afford to pay their full increase in Council Tax)
- Housing Revenue Account (HRA) discretionary fund targeted for tenants that are not in receipt of housing benefit
- Benefits calculator, to ensure residents receive the support to which they are entitled
- Energy advice, including heating and money saving options, through our Croydon Healthy Homes service
- Free holiday activity clubs with healthy meals for children
- Croydon Works to help residents into employment or to receive training to support them into work and funding of the voluntary sector to provide advice and guidance

**4.8** The cost of living information hub also signposts residents to a range of support provided by other organisations in Croydon, including:

- NHS Healthy Start vouchers for families
- Free school meals
- Support from voluntary, community and faith sector organisations
- Support for businesses through the London Business Hub and the British Business Bank
- CroydonPlus credit union which offers affordable ways to manage money, including savings accounts and loans

## **GENERAL FUND REVENUE BUDGET SUMMARY**

**4.9** The General Fund revenue forecast outturn shows an overall balanced position following the forecast utilisation of the £63m capitalisation directions requested from DLUHC. The service directorates show a forecast overspend of £4.1m which is offset by utilisation of the corporate risk contingency budget. It is not planned to utilise the risk contingency budget and directorates will work to bring the service directorate positions within budget.

**Table showing the revenue forecasts by Directorate**

Directorate	Net Budget (£m)	Actuals to Date (£m)	Forecast (£m)	Forecast Variance (£m)	Prior Month Forecast Variance (£m)	Change in Forecast Variance (£m)
Adult Social Care and Health	138.7	57.3	140.1	1.4	1.2	0.2
Assistant Chief Executive	42.0	4.8	41.4	(0.6)	(0.3)	(0.3)
Children, Young People and Education	96.2	21.0	101.6	5.4	5.2	0.2
Housing	21.6	12.8	21.6	-	-	-
Resources	35.2	56.2	33.1	(2.1)	(1.6)	(0.5)
Sustainable Communities, Regeneration & Economic Recovery	69.4	18.2	69.4	-	-	-
<b>Subtotal Service Directorates</b>	<b>403.1</b>	<b>170.3</b>	<b>407.2</b>	<b>4.1</b>	<b>4.5</b>	<b>(0.4)</b>
Corporate Items and Funding	(62.2)	(6.1)	(66.3)	(4.1)	(4.5)	0.4
<b>Total Net Expenditure Budget</b>	<b>340.9</b>	<b>164.2</b>	<b>340.9</b>	<b>-</b>	<b>-</b>	<b>-</b>

- 4.10** Work will continue through to the end of the year to manage those areas with forecast overspends to ensure the Council remains within budget.
- 4.11** The Council continues to build on the improvements in financial management that were made last financial year. However, there is a considerable amount yet to do, which is fully recognised within the organisation.
- 4.12** A monthly budget assurance process and independent challenge of expenditure takes place. This is in addition to Cabinet and Scrutiny & Overview Committee review. The assurance meetings provide the Corporate Director of Resources (Section 151 Officer) and the Chief Executive with an opportunity to scrutinise and challenge the forecast outturn, review risks and opportunities, and ensure that savings are delivered and income targets are met. The meetings ensure the Council is doing all it can to reduce overspends and deliver a balanced budget.

## **DIRECTORATE VARIANCES**

### **Adult Social Care and Health (ASCH)**

Division	Net Budget (£m)	Actuals to Date (£m)	Forecast (£m)	Forecast Variance (£m)
Adult Social Care Operations	118.6	49.9	120.2	1.6
Adult Strategic Commissioning, Policy & Improvement	18.2	6.6	18.1	(0.1)
Central ASCH	1.9	0.6	1.8	(0.1)
<b>Total ASCH</b>	<b>138.7</b>	<b>57.1</b>	<b>140.1</b>	<b>1.4</b>

- 4.13** At period 4, the ASCH directorate has a forecast overspend of £1.4m (1.0%) against a budget of £138.7m.
- 4.14** The ASCH Directorate has challenging savings targets totalling circa £10m to deliver in 2023-24 on placements and care packages through demand management, commissioning and review of care packages.
- 4.15** Risks:
- Risks continue in the provider market from inflation including higher fuel, labour and property costs which may result in claims for increased fees and/or financial instability with the potential for 'handing back' contracts. The potential reprovisioning costs if providers exit the market could be significant.
  - There is a risk that as the spend in the Equipment Service has increased by 4%, the pooled budget can potentially overspend as variables such as partner contributions, risk share agreements and winter pressures cannot be accurately forecast at this stage.

Adult Social Care Operations - Forecast overspend of £1.6m

- 4.16** Staffing across this division demonstrates a forecast underspend (broken down by area below) owing to periods of vacancy above the £1m MTF5 5% vacancy factor saving applied to staffing budgets in 2023-24. There is a national shortage of both social workers and occupational therapists and recruitment to many roles is proving challenging. The periods of vacancy are a barrier to achieving savings as staff are focused on statutory delivery rather than delivering transformation to improve performance, data management and reduce operational risks across the directorate.
- 4.17** Localities & LIFE have an underspend of (£1.6m) owing to a staffing (including agency spend) underspend of (£0.1m) and a net underspending on care costs (£1.5m).
- 4.18** Working Age Adults has an overspend of £4.1m. This comprises an overspend on care of £4.2m (owing to clients with increased care needs) which is partly mitigated by an underspend in staffing of (£0.1m). The overspend includes care package savings not yet evidenced of £1.5m (this has reduced from £1.9m at Period 3), against a challenging target of £5.3m. It should also be noted that this area was overspent by £2.3m in 2022-23. The directorate has committed to achieving further savings to offset the budget pressure.
- 4.19** Provider Services has a (£0.9m) forecast underspend on staffing owing to vacancies.
- 4.20** Mental health services have a forecast overspend of £0.1m owing to a £0.4m overspend on care packages partly mitigated by a (£0.3m) underspend on staffing.

The overspend on care is owing to increasing demand and costs, work is ongoing to bring this area to a balanced budget.

- 4.21** Safeguarding service has a (£0.1m) forecast underspend on staffing owing to vacancies across the division.

Adult Social Care Policy and Improvement – Forecast underspend of (£0.1m)

- 4.22** The Policy and Improvement division is forecasting an underspend of (£0.1m) owing to staffing vacancies.

Central ASCH – Forecast underspend of (£0.1m)

- 4.23** The underspend is a result of the delays in recruitment to fixed term and temporary positions to provide additional capacity to improve performance, data management and reduce operational risks across the directorate.

**Assistant Chief Executive (ACE)**

Division	Net Budget (£m)	Actuals to Date (£m)	Forecast (£m)	Forecast Variance (£m)
Policy, Programmes and Performance	6.2	1.6	5.9	(0.3)
Croydon Digital and Resident Access	31.9	8.0	31.7	(0.2)
Chief People Officer	3.5	1.1	3.5	-
Asylum Seekers and Homes for Ukraine	-	(6.2)	-	-
Central ACE	0.4	0.3	0.3	(0.1)
<b>Total ACE (General Fund)</b>	<b>42.0</b>	<b>4.8</b>	<b>41.4</b>	<b>(0.6)</b>
<b>Public Health Grant Ringfenced Services</b>	-	<b>(1.5)</b>	-	-

- 4.24** At period 4, the ACE directorate has a General Fund forecast underspend of £0.6m (1.4%) against a budget of £42.0m.

Policy, Programmes & Performance Division - £0.3m forecast underspend

- 4.25** Recruitment is continuing into the new staffing structure for the Policy, Programmes and Performance Division. The forecast underspend is owing to periods of vacancy of some posts in the new structure.

Croydon Digital and Resident Access Division - £0.2m forecast underspend

- 4.26** Underspends in Concessionary Travel are forecast owing to staff vacancies and a favourable final concessionary travel settlement for the year.
- 4.27** The Digital and Resident Access Division is undergoing a review to assess the achievability of in-year MTFs savings for staffing and IT contracts.

Chief People Officer Division — breakeven position

- 4.28 There is a breakeven forecast against budget for the Chief People Officer Division.

Asylum Seekers and Homes for Ukraine funding – breakeven position after movement in reserves

- 4.29 The Council has received Asylum Dispersal Scheme grant funding in 2023-24 of £0.9m. The unspent grant of £0.3m in 2022-23 has been carried forward to fund ongoing expenditure in 2023-24.

- 4.30 The Council carried forward unspent grant under the Homes for Ukraine scheme of £5.5m, of which £1.3m is ringfenced for educational purposes. This will be used to fund ongoing expenditure in 2023-24 and beyond.

Central Assistant Chief Executive – £0.1m forecast underspend

- 4.31 Underspends owing to periods of staff vacancies and lower than expected running expenses.

Public Health Division – breakeven position in ringfenced grant after movement in reserves

- 4.32 It is currently forecast that Public Health will contribute £3.2m to ring fenced Public Health reserves at the end of 2023-24.

- 4.33 A Council wide task and finish group has been set up to address underspends in the Public Health Grant (for the current year and the accumulated balance on the balance sheet as an earmarked Public Health reserve from underspends in previous years) by identifying appropriate commissioning opportunities.

**Children, Young People and Education (CYPE)**

Division	Net Budget (£m)	Actuals to Date (£m)	Forecast (£m)	Forecast Variance (£m)
Children's Social Care	72.9	16.7	77.4	4.5
Unaccompanied Asylum Seeking Children (UASC) and Care Leavers	(0.7)	1.4	(0.6)	0.1
Quality, Commissioning and Performance Improvement	6.7	(1.0)	7.5	0.8
Non-DSG Education Services	16.8	3.7	16.8	-
Central CYPE	0.5	0.2	0.5	-
<b>Total CYPE (General Fund)</b>	<b>96.2</b>	<b>21.0</b>	<b>101.6</b>	<b>5.4</b>
<b>Dedicated Schools Grant (DSG) High Needs Education Services</b>	<b>82.0</b>	<b>45.9</b>	<b>82.7</b>	<b>0.7</b>

- 4.34 At period 4, the CYPE directorate has a General Fund forecast overspend of £5.4m (5.6%) against a budget of £96.2m.



### Children's Social Care Division – forecast overspend of £4.6m (including UASC and UASC Care Leavers)

£2.2m placements overspend owing to seven high-cost placements; four Residential Education SEND (no contribution from Health), two Semi-Independent and one Secure). Analysis is being undertaken on a continuous basis to review these placements with the aim to reduce spend where possible. Three of these placements are new in 2023-24. To illustrate the variability in care package costs, one family recently housed in the borough by another local authority is forecast to cost over £1m in 2023-24.

£2.0m staffing overspend, which includes a pension budget shortfall of £0.8m since 2020-21. This was previously fully offset by underspends owing to vacancies and delays in recruitment however this cannot be accommodated in 2023-24.

£0.2m under-achievement in income (including £0.5m unachieved 2022-23 MTFS NHS Funding savings which have been partially offset through other income).

£0.1m potential overspend on Adopt London South, over and above the agreed budget owing to interagency fees and staffing costs across the consortium calculated at year end.

£0.1m overspend on Unaccompanied Asylum-Seeking Children (UASC) and Care Leavers owing to more young people turning 18 years old.

#### **4.35 Risks:**

- The Children's Social Care Division is monitoring placement and care package expenditure during the year. Pressure on placement spend is due to the sufficiency challenges both locally and nationally. The introduction of regulation for supported accommodation is predicted to increase charges as providers seek to pass on costs to Local Authorities. "Costs of new Ofsted regulation and inspection regime for semi-independent placement provision could be nine times higher than government funding, whilst one in five care beds could be withdrawn", report warns – London Innovation and Improvement Alliance (LIIA).
- The division is working with Public Health to produce service level agreements for services previously funded by the HRA, and these may result in a General Fund pressure of £0.8m.
- The division is also reviewing the housing accommodation charges from the Housing General Fund for Care Experienced Young People.

#### **4.36 Opportunities:**

- There could be some staffing underspends from periods of vacancy.
- Potential underspend of £0.3m in legal costs, if the lower numbers of care proceedings and UASC age assessment challenges continue.
- The CYPE directorate, alongside other directorates, is actively checking that grant funding including the Covid Outbreak Management Fund (COMF) are

allocated correctly against eligible expenditure and this could reduce the forecast overspend position.

Quality, Commissioning and Performance Improvement Division – forecast overspend of £0.8m

- 4.37** The division is forecasting a staffing overspend of £0.4m from the 5% vacancy factor MTFS saving of £0.3m applied to the 2023-24 budget (as several teams are fully staffed) plus the impact of increased quality assurance activity to track the impact of the pandemic on outcomes for children. The pressure may reduce during the year if there are periods of vacancy.

There is an anticipated Public Health contribution of £0.4m which never materialised. This relates to a 2022-23 MTFS saving and will be reviewed by the cross-Council Public Health funding task and finish group.

Non-DSG Education services – forecast breakeven

- 4.38** Non-DSG Education services are forecasting a breakeven position owing to an underspend from staffing vacancies which is offsetting income pressures (including £0.3m unachieved 2022-23 MTFS NHS Funding savings).

**4.39** Risk

- The £0.3m unachieved income budget within the High Needs General Fund budget poses an indirect financial risk to the Safety Valve target should other activities or resources (EHCP Coordinators) required to deliver the Safety Valve target be reduced to offset the £0.3m potential shortfall. The service is exploring all mitigating options available.

Dedicated Schools Grant (DSG) High Needs education services – forecast overspend of £0.680m

- 4.40** The SEND High Needs forecast at Period 4 is an overspend of £0.680m against the budget of £82.059m. There is a £25k adverse movement from the Period 3 position due to inflationary uplifts from some of the out of borough providers. Please note that the DfE provided updated national allocations for the High Needs Block on 20 July 2023 which has reduced Croydon Council's allocation from £82.566m to £82.059m owing to a slightly higher proportion of pupils in academies.

- 4.41** The overall variance at Period 4 represents £0.045m favourable variance from the expected overspend of £0.725m submitted to the Department of Education (DfE) Safety Valve Team as part of the approved Deficit Recovery Plan. The service is delivering all of the savings strategies as set out in the Safety Valve (SV) agreement including the use of the High Needs Provision Capital Allocation (HNPCA) to help deliver more local schools places as well as improve existing provisions to meet the increasing placement demands for complex needs pupils. Following submission of our

2023-24 Quarter 1 monitoring report, the DfE have given the Safety Valve payment of £3.290m.

**4.42** See below the key areas:

£2.199m Out of Borough and Independent – Forecast overspend due to an increase in complex cases above that expected, requiring out of borough placements to meet needs. The service is in discussions with some local providers to set up Enhanced Learning Provision during the Autumn Term.

£0.954m overspend due to increased placements in Mainstream Education provision exceeding the budgeted allocation. This forms part of the invest to save SEND strategy in year 2.

(£0.250m) underspend in Early Years provision.

(£0.250m) underspend in top up funding related to delayed implementation of the proposed expansion of Enhanced Learning Provision across a few schools.

(£0.953m) underspend in the Service Transformation budget set up to support the DSG Deficit Recovery strategy.

(£0.400m) underspend in funding related to staffing cost in therapies and support services owing to service re-alignment to maximise savings.

(£0.620m) expected clawback from specific Resource Provision (academies) for extra funding received from DfE.

**4.43** Dedicated Schools Grant (DSG) High Needs education services will continue to closely monitor the demand pressures in Independent and Out of Borough placements owing to cost implications. Addington Valley Academy, St Nicholas, Coulsdon College Croydon, and Waddon Youth Disability Services are increasing placement numbers, which is reducing high-cost placements out of borough.

**4.44** The 2023-24 period 4 High Needs forecast outturn variance of £0.680m leads to an overall DSG deficit projection of £16.064m at the end of 2023-24 compared to the Safety Valve target of £16.080m prior to the £3.290m Deficit Recovery payment received from the DfE as per the Safety Valve agreement. This demonstrates that the Council is ahead of the target.

**4.45** Risks

- The service is monitoring all the risks associated with the Safety Valve target which includes increasing complexity of needs requiring additional funding for special schools and extra out of borough placements to meet the local needs of some CYP pupils with complex needs.

## Housing

Division	Net Budget (£m)	Actuals to Date (£m)	Forecast (£m)	Forecast Variance (£m)
Resident Engagement and Allocations	21.5	12.7	21.5	-
Housing Estates and Improvement	0.1	1.1	0.1	-
<b>Total Housing</b>	<b>21.6</b>	<b>12.8</b>	<b>21.6</b>	<b>-</b>

**4.46** At period 4, the Housing directorate has a General Fund forecast breakeven against the budget of £21.6m. Owing to the implementation of the new NEC IT system, no rental income is currently showing in the actuals for June or July.

### Emergency Accommodation – breakeven forecast

**4.47** Breakeven forecast at period 4. The number of households supported in homelessness accommodation have not increased significantly over the last year but as landlords are withdrawing accommodation from the temporary accommodation schemes more families are housed in the expensive nightly-paid bed & breakfast (B&B) and hotel accommodation.

**4.48** A top-up to Homelessness Prevention Grant (HPG) of £1.9m has been announced by DLUHC to cover homelessness pressures related to Ukrainian refugees. This funding may also be used to fund wider homelessness pressures and reporting requirements are in line with the existing HPG requirements. The grant top-up would also help fund any potential detriment to income collection resulting in the bad debt provision being increased at year end.

**4.49** Forecasting costs and income has been challenging due to the changeover to the NEC software package. Some reporting information is not yet available from the new NEC system such as the number of units of various types rented and associated costs. Therefore, purchase orders receipted to date are currently being used to forecast costs.

### Temporary Accommodation – breakeven forecast

**4.50** There is a potential financial risk from the fire at Sycamore House in Thornton Heath depending on the insurance claim settlement not yet finalised. This risk was considered in closing the 2022-23 accounts and so any difference in the estimated income of 70% of costs from the insurers will either be a charge or a benefit in the 2023-24 accounts.

### **4.51** Risks

#### 4.51.1 Restructure

- There is currently a temporary structure within Housing, however a restructure is being carried out to strengthen the directorate.
- Pressures are expected to continue in 2023-24. The restructure for Housing Options is underway and will form the bedrock for process change

and a more cohesive journey for a homeless household. An immediate switch to better practice and dramatically reduced spend on homelessness cannot be expected within 2023-24 whilst significant change is underway, and the financial benefits are expected to be realised in the longer term.

#### 4.51.2 Inflation

- The Housing Directorate continues to be impacted by the rapidly worsening housing market within London as private sector landlords are increasing rents or leaving the market, and tenants are struggling with cost-of-living pressures. The challenge for Croydon in dealing with such rapid inflation has multiple strands. There are forecasting difficulties in predicting how much prices are expected to move and at what pace. This is being addressed alongside a wholesale review of the forecasting process to ensure that reporting provides the full position on risk in 2023-24.
- There are difficulties in negotiating and approving price rises without losing properties or fuelling the rises further. Regular meetings with neighbouring boroughs are being held to ensure collective agreements are being made with the larger providers of emergency accommodation.

#### 4.51.3 Reduced Supply

- There is also the issue of entering into 2 to 5 years lease deals with landlords as 39% nationally exited the market in 2022-23 and prices have dramatically increased as a result. In 2022-23 this meant a 10% increase in the use of nightly paid accommodation was seen. The strategy work currently underway in the directorate will seek to address this issue.
- There has been a concerted effort to hold homelessness accommodation costs down across London through partnerships with organisations like Capital Letters and via the agreed Pan-London temporary accommodation rates. The rates can no longer be contained though as demand outweighs available affordable supply. At a Pan London meeting, all boroughs confirmed that they are no longer paying the agreed Pan London rates to ensure they meet their demand challenges. A combination of all these factors has led to an increase in both the average cost of emergency and temporary accommodation that Croydon can secure to meet demand, as well as an increase in the use of nightly paid emergency accommodation to compensate for the loss of some longer-term leased accommodation because of landlords leaving the market.

#### 4.51.4 Income Collection

- Income collection rates will need to be monitored closely in 2023-24. There may be a requirement to increase the loss allowance (bad debt provision) again in 2023-24 if income collection is not significantly improved. A new housing IT system (NEC) has been implemented in June

2023 which will improve monitoring and reporting when it is fully operational later in the year.

- Forecasting income has been challenging due to the changeover to the NEC system. A delay to the interfaces between NEC and the Oracle finance system has meant that no income has been posted to Oracle since 17 May from the new NEC system.

#### 4.51.5 Temporary Accommodation Benefit Subsidy Loss

- There is a potential budget pressure, above the currently estimated £1.2m for 2023-24 which has been funded through the economic demand pressures budget transfer agreed in Period 3, in relation to housing benefit subsidies for the Guaranteed Rent Scheme for Care Experienced Young People. The pressure impacts the Housing Directorate as it forms part of the cost of temporary accommodation. The housing benefit subsidy pressure will be monitored throughout the year and mitigated where possible.
- There is a temporary accommodation cost owing to the £40/week/unit management fee for TA which is paid through Housing Benefit but not recoverable through subsidy from DWP. This forecast cost of £2.4m is covered corporately in 2023-24.

## Resources

Division	Net Budget (£m)	Actuals to Date (£m)	Forecast (£m)	Forecast Variance (£m)
Commercial Investment	18.6	4.0	16.3	(2.3)
Finance ( <i>refer note 1</i> )	15.7	47.5	15.7	-
Legal Services and Monitoring Officer	2.3	1.4	2.4	0.1
Insurance, Anti-Fraud and Risk	0.6	2.4	0.6	-
Internal Audit Service	0.4	0.3	0.5	0.1
Pensions and Treasury	0.3	0.5	0.3	-
Central Resources	(2.7)	0.1	(2.7)	-
<b>Total Resources</b>	<b>35.2</b>	<b>56.2</b>	<b>33.1</b>	<b>(2.1)</b>

*Note 1: The actuals to date are high in the Finance Division owing to Housing Benefits expenditure which will be reimbursed through DWP funding.*

- 4.52** At period 4, the Resources directorate has a General Fund forecast underspend of £2.1m (6.0%) against a budget of £35.2m.

#### Commercial Investment Division – £2.3m forecast underspend

- 4.53** The division is forecasting a £2.3m underspend owing to decreased utilities costs and improved recharging to external bodies. There are also £0.6m of staffing underspends

across the division, mainly in Facilities Management due to periods of staffing vacancy, which are being offset by a forecast decrease in recharges to capital.

#### Finance Division – breakeven forecast position

- 4.54** There is a breakeven forecast position for the Finance Division. The Payments, Revenues, Benefits and Debt Service is forecasting a staffing underspend owing to staffing vacancies and increased court costs income, but these are being offset by decreased Land Charges income and temporarily increased agency staffing in strategic finance to work through historic accounting issues including the prior years' accounts.
- 4.55** A cross Council working group is currently operating to mitigate Housing Benefit subsidy risks by maximising Housing Benefit (HB) subsidy income claims, increasing collection of HB overpayments and reducing costs. The actuals to date are high in the Division owing to Housing Benefits expenditure which will be reimbursed through DWP funding.
- 4.56** The Finance Division will undergo a restructure of the strategic finance service in 2023-24 and then commence recruitment into roles which are currently covered by agency staffing. The capacity and skills levels required in the strategic finance service have been reviewed and extra funding from growth and/or reserves has been requested for 2024-25.

#### Legal Services and Monitoring Officer Division – £0.1m forecast overspend

- 4.57** There is a £0.1m forecast underspend in the Monitoring Officer service owing to staff vacancies and an underspend against the members allowances budget.
- 4.58** There is a forecast overspend in Legal Services of £0.2m mainly owing to high levels of agency staffing.
- 4.59** The Legal Services and Monitoring Officer Division is reviewing usage of external legal advice, with a view to increase the inhouse staffing structure (moving budget from external legal expenditure in directorates) to provide more legal services internally and therefore reduce overall legal expenditure for the Council.

#### Other Service Areas and Central Resources - £0.1m forecast overspend

- 4.60** There is a £0.1m forecast overspend in Internal Audit expenditure. Within Insurance, Anti-Fraud and Risk a forecast overspend on insurance claims is being offset by a forecast staffing underspend due to periods of staffing vacancy.

## Sustainable Communities, Regeneration & Economic Recovery (SCRER)

Division	Net Budget (£m)	Actuals to Date (£m)	Forecast (£m)	Forecast Variance (£m)
Sustainable Communities	54.1	16.5	54.2	0.1
Culture and Community Safety	8.6	1.5	7.9	(0.7)
Planning & Sustainable Regeneration	6.7	1.2	7.3	0.6
Central SCRER	-	(1.0)	-	-
<b>Total SCRER</b>	<b>69.4</b>	<b>18.2</b>	<b>69.4</b>	<b>-</b>

**4.61** At period 4, the SCRER directorate has a General Fund forecast breakeven position against a budget of £69.4m. The main potential risk areas relate to income in the areas of parking, parking enforcement, moving traffic offence and planning.

Sustainable Communities Division - forecast overspend of £0.1m

**4.62** There is a forecast £1.9m under-achievement in parking, parking enforcement and moving traffic offence income. This is being offset through a forecast underspend of £1.3m in staffing owing to periods of vacancy and a £0.5m forecast underspend in waste services owing to reduced level of domestic waste.

### **4.63** Risks

- Demand for parking services has not returned to pre-pandemic levels and this is affecting all areas of parking which includes Automated Number Plate Recognition (ANPR), pay and display and on-street parking.
- Parking Services have had delays in connection with the roll out of new ANPR cameras which affect the income levels within the service.
- The Environment Act 2021 operates as the UK's new framework of environmental protection. Given that the UK has left the EU, new laws that relate to nature protection, water quality, clean air, as well as additional environmental protections that originally came from Brussels, needed to be established. The Act is a vehicle for a number of Department for Environment, Food and Rural Affairs' (Defra) different environmental policies and sets out the legal framework for significant reforms to local authority waste and recycling services, as well as creating new statutory duties for local authorities on nature recovery. The government has stated that additional burdens funding will be provided to local authorities for the new requirements as they come into force, however the Council will need to monitor closely the extra costs involved.
- Waste services are demand led which represents a potential risk to the current forecast underspend. Levels of tonnage are monitored on a monthly basis and the forecast will be updated throughout the year.



- There is a pressure on the Street Lighting PFI contract due to an increase in the energy unit cost caused by wider inflationary pressures upon energy prices.
- There is a potential risk to new Roads and Street Works Act income owing to delays and disputes with utility companies. Further work is being undertaken to quantify these risks and where possible mitigate the effect.

Culture and Community Safety Division – forecast underspend of £0.7m

- 4.64** The division is forecasting an underspend of £0.7m due to reduced costs on utilities in contracts (£0.6m) and periods of staffing vacancy (£0.1m).
- 4.65** The Culture and Community Safety Division leads on the London Borough of Culture 2023 activities, funded through external funding sources. This is a year-long celebration of Croydon’s unique identity, diverse communities and rich heritage, culture and creativity. The programme for “This is Croydon” showcases Croydon to the world. It includes major events with international headliners performing alongside emerging home-grown talent, plus hundreds of cultural activities from our communities.

Planning and Sustainable Regeneration Division – forecast overspend of £0.6m

- 4.66** The division is forecasting an income under-achievement of £0.6m owing to lower activity levels to date in planning major applications and planning performance agreements.

**Corporate Items and Funding**

Area of Spend	Net Budget (£m)	Actuals to Date (£m)	Forecast (£m)	Forecast Variance (£m)
Inflation and Economic Demand Pressures	14.2	-	14.2	-
Risk Contingency Budget	5.0	-	0.9	(4.1)
Transformation Programme	10.0	-	10.0	-
Other corporate items	(91.4)	(6.1)	(91.4)	-
<b>Total Corporate items and Funding</b>	<b>(62.2)</b>	<b>(6.1)</b>	<b>(66.3)</b>	<b>(4.1)</b>

- 4.67** At period 4, the Corporate directorate has a General Fund forecast underspend of £4.1m (6.6%) against a net budget of (£62.2m). The underspend relates to the risk contingency budget which is offsetting the pressures across the service areas.
- 4.68** The corporate area holds funding streams such as Council Tax, retained share of Business Rates and Core Grants. The corporate budget also holds the Council-wide risk contingency budget (£5m) and the budgets for borrowing and interest received.
- 4.69** The corporate area funds redundancy, severance and pension strain costs which contribute to achieving General Fund MTFs savings. There may be a pressure in 2023-24 from this area of costs owing to the implementation of staffing savings.

- 4.70** The NJC national negotiations on the 2023-24 pay award for staff are ongoing and the resulting required budget allocation may create a pressure above the central allowance of £10.4m.
- 4.71** There is budget of £3.8m still held centrally for the potential impact of economic demand pressures on Croydon after the allocation of £1.7m budget agreed in Period 3 for Housing Benefit subsidy pressures.
- 4.72** The corporate area also holds the 2023-24 Transformation budget of £10m, which will fund work carried out in directorates and cross-Council to achieve MTFs savings and improve services for local residents and businesses. The Transformation budget reduces to £5m from 2024-25.
- 4.73** There is £7.3m budget held in Corporate for adjustments to correct General Fund recharge budgets for recharges to the HRA, Public Health, capitalisation of salaries and corporate support (overhead) recharges. This budget will be allocated during 2023-24 as the service level agreements (SLA's) are finalised for HRA and Public Health recharges, and when the review of salary capitalisation and corporate support recharges is finalised.
- 4.74** There is borrowing cost uncertainty from interest rates (with the Bank of England currently continuing to increase the base rate) and the timing of capital receipts from asset disposals (assumed in the MTFs at circa £50m per annum).
- 4.75** There is a funding risk in the Collection Fund if cost of living pressures impact the collection of Council Tax and Business Rates income. The impact of the Council Tax increase is partially mitigated through the Council Tax Hardship Fund (supporting low income households that cannot afford to pay their full increase in Council Tax).

### **Transformation Programme**

- 4.76** The Transformation Programme has £14m of resources allocated to it. Through this report, it has been requested in the capital section to remove the capital funding for transformation (which was slipped from 2022-23 and now not required for capital purposes) and to approve the allocation of £4.000m earmarked reserves funding for transformation expenditure to replace the capital funding. The identified reserves funding is from within non-ringfenced General Fund reserves and does not impact the General Fund balances of £27.5m.
- 4.77** In total there is currently £9.4m of the Transformation Programme budget allocated with £4.6m unallocated to date. The Transformation Programme will provide a return on investment through service improvement benefits and the identification and delivery of savings for the medium term financial strategy, providing a significant level of savings towards the £20m per annum savings required from 2025-26 onwards.

## Transformation Programme Allocations

Project	2023-24 Draft Budget Allocation (£m)
Transformation Revenue Budget	10.000
Transformation Reserve Funding	4.000
<b>Total Transformation Funding</b>	<b>14.000</b>
Approach to Strategic Planning and Commissioning	0.290
Parking Policy Review	0.200
Community Hubs Programme	0.250
HR Transformation	0.078
Digital & Resident Access Review/Digital Workforce	0.080
SEND Review	0.240
Passenger/SEND Transport Transformation	0.100
Family Justice Service Review	0.100
S117 Project	0.178
Joint Funding Arrangements	0.110
Sustaining Demand at the Front Door	0.190
Fostering Transformation	0.286
Corporate Parenting Transformation	0.457
Dynamic Purchasing System	0.092
Callydown Transformation	0.134
Income & Debt Review	0.050
Outcomes Based Domiciliary Care Model	0.110
Transition Commissioning Care Model	0.082
Croydon Campus	0.250
Customer Access Review	0.200
Building Control Transformation	0.450
Planning& CIL Transformation	0.300
CALAT	0.050
Housing Needs Restructure	0.060
Temporary Accommodation Case Review	0.291
Housing Occupancy Checks	0.291
Rent Accounts and Data Cleanse	0.026
Housing Association Recharges	0.059
Supported Housing Review	0.080
Adult Social Care Transformation	1.100
Review of Social Care Placements	0.461
Reablement & Hospital Discharge	0.060
Strategic Operating Model Design Partner for Adult Social Care and Health	1.134
Housing Benefit Subsidy SEA & EA/TA	0.000
PFI Contract Manager	0.000
VCS Review	0.000
Asset Rationalisation	0.000
Business Intelligence Review	0.000
Commercial & Income Opportunities	0.000
Community Equipment Service	0.040
Croydon Museum	0.270
Oracle Improvement Programme	0.175
Transformation PMO	1.100
<b>Total Revenue Budget and Reserves Allocated to Date</b>	<b>9.424</b>
Unallocated To Date	4.576

**4.78** The Transformation Programme published in November 2022 set out £5.9m of project commitments with recognition that further sums were still to be confirmed. Please note that project plans are under development and following review of these project plans the draft budget allocations to projects as listed above could change through the year.

**4.79** The Transformation Board has agreed additional project allocations totalling £2.99m through to July 2023 and these are set out in the table below.

<b>Project Allocations</b>	<b>£m</b>
Fostering transformation	0.194
Sustaining demand at the front door	0.080
Callydown transformation	0.134
Review of Social Care Placements	0.456
CALAT (New)	0.050
Strategic operating model design partner	0.500
Strategic operating model design partner – project team	0.634
Corporate Parenting Transformation (New)	0.457
Community Equipment Service	0.040
Museum Transformation	0.270
Oracle Cloud Improvement (New)	0.175
<b>Total of Allocations</b>	<b>2.990</b>

**4.80** The ‘Review of Social Care Placements’ project has secured £600,000 alternative funding from the Market Sustainability Grant thereby reducing the funding required from the Transformation budget. The revenue budget also funds the costs of the transformation Programme Management Office currently estimated at £1.1m.

### **Savings**

**4.81** The 2023-24 budgets include a challenging new savings target of £33.1m. Progress in achieving savings is being monitored throughout the year. Directorates are identifying any risks to achievement of individual savings and making plans to mitigate these risks where possible or identify alternative savings as required.

**Table showing 2023-24 forecast savings achievement by directorate**

	2023-24					
	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings achievable £'000	Savings slippage £'000	Not yet evidenced or (over delivery) £'000
<b>Directorate</b>						
Adult Social Care & Health	12,243	-	12,243	10,790	-	1,453
Assistant Chief Executive	2,924	-	2,924	1,771	1,153	-
Children, Young People & Education	6,920	490	7,410	5,130	18	2,262
Housing	2,305	-	2,305	1,309	1,099	(103)
Resources	6,347	-	6,347	6,347	-	-
Sustainable Communities (SCRER)	1,859	2,490	4,349	4,124	225	-
Cross-Directorate / Corporate	500	-	500	500	-	-
<b>Total</b>	<b>33,098</b>	<b>2,980</b>	<b>36,078</b>	<b>29,971</b>	<b>2,495</b>	<b>3,612</b>

## Reserves

- 4.82** There are no budgeted contributions to, or drawdowns from, the General Fund balances of £27.5m in 2023-24. The current breakeven forecast for 2023-24 maintains this reserve.

General Fund Balances	Forecast (£m)
<b>Balance at 1 April 2023</b>	<b>27.5</b>
Forecast Contribution to/(Drawdown from) Reserves	-
<b>Forecast Balance at 31 March 2024</b>	<b>27.5</b>

- 4.83** The General Fund balances serve as a cushion should any overspend materialise by the end of 2023-24. The use of reserves to support the budget is not a permanent solution and reserves must be replenished back to a prudent level in subsequent years if used.

## Unresolved Issues

- 4.84** The Council's overall financial position is still subject to a number of unresolved historic legacy issues. The latest position on these was set out in the 22 February 2023 Cabinet report titled 'Revenue Budget and Council Tax Levels 2023-24' which incorporated the findings of the 'Opening the Books' review undertaken in 2022-23. The report stated that a request has also been made of government to provide the Council with a Capitalisation Direction of £161.6m to cover the historic finance issues that have been revealed through the 'Opening the Books' programme.

- 4.85** The Council needs to correct a range of misstatements in its legacy accounts from 2019-20 which are currently still not fully closed. This was more than the £74.6m previously identified in the MTFS Update report to Cabinet in November 2022.
- 4.86** The Council's Provision for Bad Debt was found to be understated by £46m rather than the £20m previously assumed and a prudent decision was made to include the potential £70m gap in the accounts caused by incorrect accounting for Croydon Affordable Homes and Tenures, instead of the £9m previously assumed.
- 4.87** With four years of accounts still open, there remains a risk that further legacy issues will be uncovered. The Capital Programme for 2022-23 included the £161.6m Capitalisation Direction requested, which was in addition to the £25m capitalisation direction previously approved.

### **Housing Revenue Account (HRA)**

- 4.88** At period 4, the Housing Revenue Account (HRA) has a forecast overspend of £3.8m. Work is underway on a deep dive of the repairs forecast following the implementation of the NEC IT system, and the forecast overspend is likely to increase as we deliver increased repairs and maintenance activity.

#### Repairs

The Period 4 position of £3.8m overspend on disrepair costs including void and repair costs, legal fees and settlement costs remains as per the prior period.

Although the new NEC IT system went live in June 2023 it is not yet possible to generate reporting from it that would better inform the forecast spend on repairs. Work is ongoing to prioritise the NEC ability to interface with our financial systems so that a more accurate full year forecasting can be generated.

#### Tenancy and Income

A breakeven forecast at period 4 has been set based on a financial forecast. The NEC reporting functionality is not yet available to report on actuals to date.

#### Staffing and other

A breakeven forecast at period 4 has been set and reflects additional budget was allocated in 2023-24 to meet known pressures.

**Table showing the 2023-24 HRA forecast**

Description	Net Budget (£m)	Actuals to Date (£m)	Forecast (£m)	Forecast Variance (£m)
Rental Income	(82.1)	(12.1)	(82.1)	-
Service Charge Income	(4.6)	(0.7)	(4.6)	-
Other Income	(9.4)	1.0	(9.4)	-
<b>Subtotal Income</b>	<b>(96.1)</b>	<b>(11.8)</b>	<b>(96.1)</b>	-
Centralised Directorate expenditure	52.2	(0.9)	52.2	-
Responsive Repairs & Safety	20.4	4.6	24.2	3.8
Asset Planning	1.6	0.1	1.6	-
Capital Delivery (Homes & Schools)	1.5	0.1	1.5	-
Tenancy & Resident Engagement	10.3	4.6	10.3	-
Homelessness & Assessments	3.4	0.4	3.4	-
Service development and income	6.7	-	6.7	-
<b>Subtotal Expenditure</b>	<b>96.1</b>	<b>8.9</b>	<b>99.9</b>	<b>3.8</b>
<b>Total HRA Net Expenditure</b>	<b>-</b>	<b>(2.9)</b>	<b>3.8</b>	<b>3.8</b>

**4.89** The main risks within the Housing Revenue Account are:

- Repairs and maintenance:
  - pressures from the exit of the current Axis repairs contract, ending in August 2023.
  - extra expenditure to deal with the backlog of repairs and maintenance.
  - void and disrepair costs carried out by specialist contractors to reduce void losses and minimise future disrepair claims.
  - settlement of disrepair cases and related legal fees, including those relating to Regina Road.
  
- Tenancy and income:
  - the impact of cost-of-living pressures on rent collection (including a potential increase in bad debt cost).
  - loss of income owing to void (empty) residential properties.
  - loss of income owing to void garages.
  
- Recharge review:
  - General Fund services are producing service level agreements (SLA's) to evidence recharges of costs to the HRA, which could result in increased charges to the HRA.
  
- NEC system functionality delays:
  - Although the system has gone live in June 2023 there has not yet been feeds into the financial Oracle system. Therefore, the income & repairs forecasting could be understated and will not be known until actuals can be properly analysed.

## **Capital Programme and Financial Sustainability**

- 4.90** The Capital strategy and programme was approved by Council in March 2023. This recognised the complex and challenging financial and operational circumstances in which the Council continues to operate. It showed a 2023-24 Capital Programme that is reduced in scale and cost compared to previous years. With circa £1.3bn of General Fund debt and an environment of rising interest rates, the delivery of an effective Asset Management Plan and an ambitious Asset Disposal Strategy, including reducing the number of buildings used by the Council, will be essential to mitigate rising cost pressures, reduce the overall debt burden and help the Council balance its books.
- 4.91** The strategy reflected the progress made to date by the Council to improve the governance and financial management of the Capital Programme following recommendations from the two Reports in the Public Interest (RIPI). The Council understands that the initial improvements put in place are the foundations of good practice and is focused on building upon these over the coming months and years.
- 4.92** Concerns were highlighted regarding value for money and investment decisions as the Council has incurred debt in investing in assets which have not retained their value and, therefore, the level of debt exceeds the value of the investment assets. In the three years between 2017-20 the Council borrowed £545m with no focused debt management plan in place. The majority of this debt comprises short-term borrowings which has left the Council exposed to current higher interest rates. The debt is anticipated to be refinanced from 2023 onwards and therefore likely to drive significant increases in annual repayment levels.
- 4.93** An estimated circa £66m is required to service this debt from the General Fund which represents around 19% of the Council's net budget. The Council's historic legacy borrowing and debt burden has, therefore, become critical to the sustainability of the Council's revenue budget.
- 4.94** The Council has concluded that the expenditure it is anticipated to incur in each year of the period of 2023-27 is likely to exceed the financial resources available and that reaching financial and operational sustainability without further government assistance will not be possible. The Council's 2023-24 budget required capitalisation directions from government of £63m to balance and the Medium Term Financial Strategy (MTFS) demonstrated an ongoing estimated budget gap of £38m per annum from 2024-25.
- 4.95** Dialogue with the Department for Levelling Up, Housing and Communities (DLUHC) continues, and the Council is seeking further financial support from Government in regards to its level of historic legacy indebtedness and balancing the budget to ensure it can deliver sustainable local government services. It must be noted that annual capitalisation directions (transferring revenue cost into capital cost which must be funded over 20 years) increases the Council's debt burden. Debt write-off is the Council's preferred option and, therefore, a request was made to DLUHC in January 2023 for government funding to write-off £540m of the Council's General Fund debt.



DLUHC has subsequently asked the Council to propose a wider range of options, and these are currently being worked on.

### Capital Programme Budget Changes

**4.96** The following General Fund capital budget adjustments are requested to be agreed by Cabinet:

<b>Scheme</b>	<b>2023-24 budget increase / (decrease) £m</b>	<b>Comments</b>
Growth Zone	4.599	Increase to apply increased slippage from 2022-23 following a deep dive into the financing of expenditure between TFL LIP and the Growth Zone reserve.
Highways	0.174	Increase to apply increased slippage from 2022-23 following a deep dive into expenditure.
Highways – bridges and structures	0.673	Increase owing to increased TFL funding.
Cycle Parking	(0.226)	Decrease owing to 2023-24 funding from TFL and Section 106 not confirmed to date.
Electric Vehicle Charging Points	(1.016)	Decrease owing to 2023-24 funding from TFL and Section 106 not confirmed to date.
Transformation Spend (Flexible Capital Receipts)	(3.868)	Removal of transformation expenditure capital budget (originally slipped from 2022-23 in the Period 2 report). This is no longer required in capital and the expenditure will be funded instead through reserves.
<b>Total GF capital budget change</b>	<b>0.336m</b>	

### General Fund Capital Programme

**4.97** At period 4, the General Fund capital programme has a forecast underspend of £13.9m against the revised budget (to be agreed by Cabinet) of £144.7m.

**Table showing 2023-24 General Fund Capital Programme budget and forecast**

<b>General Fund Capital Scheme</b>	<b>2023-24 Revised Budget (to be agreed by Cabinet)</b> <b>(£000's)</b>	<b>2023-24 Actuals to Date</b> <b>(£000's)</b>	<b>2023-24 Forecast</b> <b>(£000's)</b>	<b>2023-24 Forecast Variance</b> <b>(£000's)</b>
Bereavement Services	127	(45)	127	-
My Resources Interface Enhancement	252	-	252	-
ICT	-	1	-	-
Network Refresh	348	11	348	-
Tech Refresh	132	247	864	732
Geographical Information Systems	312	-	312	-
Laptop Refresh	3,371	-	3,371	-
Cloud and DR	331	26	331	-
People ICT	-	3	-	-
Synergy Education System	1,045	4	789	(256)
NEC Housing System	2,725	(19)	2,097	(628)
Uniform ICT Upgrade	56	-	56	-
<b>Subtotal Assistant Chief Executive</b>	<b>8,699</b>	<b>228</b>	<b>8,547</b>	<b>(152)</b>
Education – Fire Safety Works	924	4	450	(474)
Education - Fixed Term Expansions	2,865	147	325	(2,540)
Education - Major Maintenance	5,866	1,282	3,321	(2,545)
Education - Miscellaneous	100	119	100	-
Education - Permanent Expansion	297	-	297	-
Education - SEN	6,289	330	6,289	-
Angel Lodge Children Home	329	-	329	-
<b>Subtotal CYPE</b>	<b>16,670</b>	<b>1,882</b>	<b>11,111</b>	<b>(5,559)</b>
Disabled Facilities Grant	4,710	424	3,000	(1,710)
Empty Homes Grants	400	8	300	(100)
<b>Subtotal Housing</b>	<b>5,110</b>	<b>432</b>	<b>3,300</b>	<b>(1,810)</b>
Asset Strategy - Stubbs Mead	500	-	500	-
Asset Strategy Programme	240	-	240	-
Clocktower Chillers	382	-	382	-
Corporate Property Maintenance Programme	2,780	659	2,780	-
Fairfield Halls - Council	625	3	625	-
Former New Addington Leisure Centre	600	-	600	-
Fieldway Cluster (Timebridge Community Centre)	248	-	248	-
Contingency	1,000	-	1,000	-
<b>Subtotal Resources</b>	<b>6,375</b>	<b>662</b>	<b>6,375</b>	<b>-</b>
Allotments	-	(14)	-	-

<b>General Fund Capital Scheme</b>	<b>2023-24 Revised Budget (to be agreed by Cabinet)</b> <b>(£000's)</b>	<b>2023-24 Actuals to Date</b> <b>(£000's)</b>	<b>2023-24 Forecast</b> <b>(£000's)</b>	<b>2023-24 Forecast Variance</b> <b>(£000's)</b>
Growth Zone	15,844	7	15,844	-
Grounds Maintenance Insourced Equipment	1,200	-	1,200	-
Highways	8,260	2,025	8,260	-
Highways - flood water management	404	141	404	-
Highways - bridges and highways structures	1,641	577	1,641	-
Highways - Tree works	50	26	50	-
Local Authority Tree Fund	83	50	83	-
Trees Sponsorship	42	10	42	-
Leisure centres equipment Contractual Agreement	139	(410)	139	-
Tennis Court Upgrade	75	-	75	-
Leisure Equipment Upgrade	148	-	148	-
Libraries Investment - General	1,031	1	224	(807)
Central Library Digital Discovery Zone	175	-	-	(175)
New Investment to South Norwood Library	520	-	520	-
Parking	1,843	(972)	1,843	-
Cashless Pay & Display	1,463	-	485	(978)
Play Equipment	17	49	49	32
Safety - digital upgrade of CCTV	1,540	(11)	1,540	-
Highways Road Markings/Signs (Refresh)	137	-	137	-
South Norwood Good Growth	773	9	747	(26)
Kenley Good Growth	394	(147)	394	-
Sustainability Programme	1,100	-	300	(800)
TFL - LIP	4,568	282	1,100	(3,468)
Cycle Parking	106	-	-	(106)
Electric Vehicle Charging Point (EVCP)	3	-	-	(3)
Park Asset Management	700	-	700	-
Waste and Recycling Investment	2,558	-	2,558	-
<b>Subtotal SCRER</b>	<b>44,814</b>	<b>1,623</b>	<b>38,483</b>	<b>(6,331)</b>
Capitalisation Direction	63,000	-	63,000	-
<b>Subtotal Corporate Items and Funding</b>	<b>63,000</b>	<b>-</b>	<b>63,000</b>	<b>-</b>
<b>Total General Fund Capital</b>	<b>144,668</b>	<b>4,827</b>	<b>130,816</b>	<b>(13,852)</b>

### Table showing General Fund Capital Programme Financing

<b>General Fund Capital Financing</b>	<b>2023-24 Revised Budget (to be agreed by Cabinet)</b> <b>(£000's)</b>	<b>2023-24 Forecast</b> <b>(£000's)</b>	<b>2023-24 Forecast Variance</b> <b>(£000's)</b>
Community Infrastructure Levy (CIL)	6,600	6,600	-
CIL Local Meaningful Proportion (LMP)	3,084	1,477	(1,607)
Section 106	1,190	233	(957)
Grants & Other Contributions	25,430	16,265	(9,165)
Growth Zone	15,844	15,844	-
HRA Contributions	1,772	1,363	(409)
Capital Receipts	45,000	45,000	-
Borrowing	45,749	44,034	(1,714)
<b>Total GF Capital Financing</b>	<b>144,668</b>	<b>130,816</b>	<b>(13,852)</b>

- 4.98** The extra forecast cost of play equipment of £32k will be funded through the application of Section 106 funding.

### HRA Capital Programme

- 4.99** At period 4, the HRA capital programme has a forecast overspend of £4.1m (12%) against the revised budget of £33.248m. This is owing to increased repairs and improvements activity to reduce the backlog of repairs.

### Table showing 2023-24 HRA Capital Programme budget and forecast

<b>HRA Capital Scheme</b>	<b>2023-24 Revised Budget</b> <b>(£000's)</b>	<b>2023-24 Actuals to Date</b> <b>(£000's)</b>	<b>2023-24 Forecast</b> <b>(£000's)</b>	<b>2023-24 Forecast Variance</b> <b>(£000's)</b>
Major Repairs and Improvements Programme	31,476	3,221	35,549	4,073
NEC Housing System	1,772	-	1,772	-
<b>Total HRA Capital</b>	<b>33,248</b>	<b>3,221</b>	<b>37,321</b>	<b>4,073</b>

## HRA Capital Programme Financing

HRA Capital Financing	2023-24 Proposed Revised Budget	2023-24 Forecast	2023-24 Forecast Variance
	(£000's)	(£000's)	(£000's)
MRR	16,082	16,082	-
Revenue	13,900	13,900	-
Reserves	1,148	5,221	4,073
Right To Buy (RTB) Receipts	2,118	2,118	-
<b>Total HRA Capital Financing</b>	<b>33,248</b>	<b>37,321</b>	<b>4,073</b>

**4.100** It is currently assumed that the forecast overspend in the Major Repairs and Improvements Programme will be financed through HRA reserves, however the source of HRA financing is still to be finalised.

## 5 ALTERNATIVE OPTIONS CONSIDERED

5.1 None.

## 6 CONSULTATION

6.1 None.

## 7. CONTRIBUTION TO COUNCIL PRIORITIES

7.1 The monthly financial performance report supports the Mayor's Business Plan 2022-2026 objective one "The council balances its books, listens to residents and delivers good sustainable services".

## 8. IMPLICATIONS

### 8.1 FINANCIAL IMPLICATIONS

8.1.1 Finance comments have been provided throughout this report.

8.1.2 The Council continues to operate with internal spending controls to ensure that tight financial control and assurance oversight are maintained. A new financial management culture is being implemented across the organisation through increased communication on financial issues and training for budget managers.

8.1.3 The Council currently has a General Fund Balances Reserve of £27.5m which serves as a cushion should any overspend materialise by the end of 2023-24. The use of the General Fund Balances Reserve to support the budget is not a

permanent solution and these reserves must be replenished back to a prudent level in subsequent years if used.

- 8.1.4** The Transformation Programme has £14m of resources allocated to it, including £10m base budget. Through this report, it has been requested in the capital section to remove the capital funding for transformation (which was slipped from 2022-23 and now not required for capital purposes) and to approve the allocation of £4.000m reserves funding for transformation expenditure to replace the capital funding. The identified reserves funding is from within non-ringfenced General Fund reserves and does not impact the General Fund Balances Reserve of £27.5m. The Transformation Programme is still at the £14m funding agreed.
- 8.1.5** Paragraph 2.5 of the Financial Regulations states “Slippage of Capital schemes should be identified as soon as possible during the financial year and reported to Cabinet as part of the financial monitoring cabinet report. At the end of each financial year slippage will be approved by the Chief Financial Officer and reported to Cabinet for approval as part of the July financial review report.”
- 8.1.6** The Council’s historic legacy borrowing and debt burden continues to be critical to the sustainability of the Council’s revenue budget. Dialogue with the Department for Levelling Up, Housing and Communities (DLUHC) continues, and the Council is seeking further financial support from Government regarding its level of indebtedness and balancing the budget to ensure it can deliver sustainable local government services.

Comments approved by Allister Bannin, Director of Finance (Deputy s151 Officer).

## **8.2 LEGAL IMPLICATIONS**

- 8.2.1** The Council is under a statutory duty to ensure that it maintains a balanced budget and to take any remedial action as required in year.
- 8.2.2** Section 28 of the Local Government Act 2003 provides that the Council is under a statutory duty to periodically conduct a budget monitoring exercise of its expenditure and income against the budget calculations during the financial year. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such remedial action as it considers necessary to deal with any projected overspends. This could include action to reduce spending, income generation or other measures to bring budget pressures under control for the rest of the year. The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the overspend.
- 8.2.3** In addition, the Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council’s Chief Finance Officer has established financial procedures to ensure

the Council's proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for Cabinet to receive information about the revenue and capital budgets as set out in this report.

- 8.2.4** The monitoring of financial information is also a significant contributor to meeting the Council's Best Value legal duty. The Council as a best value authority "must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness" (Section 3 Local Government Act (LGA) 1999). The Best Value Duty applies to all functions of the Council including delivering and setting a balanced budget, providing statutory services such as adult social care and children's services and securing value for money in all spending decisions.
- 8.2.5** The Council is the subject of Directions from the Secretary of State requiring the Council to, amongst others, improve on the management of its finances. This report serves to ensure the Council is effectively monitoring and managing its budgetary allocations in accordance with its Best Value Duty.
- 8.2.6** The Council's budget and policy framework procedure rules (Part 4C of the Constitution) provides that the Executive may only take decisions which are in line with the budgetary envelop approved by Full Council.

Comments approved by Stephen Lawrence-Orumwense, Director of Legal Services and Monitoring Officer, 27/09/23.

### **8.3 HUMAN RESOURCES IMPLICATIONS**

- 8.3.1** There are no immediate workforce implications as a result of the content of this report, albeit there is potential for a number of the proposals to have an impact on staffing. Any mitigation on budget implications that may have direct effect on staffing will be managed in accordance with relevant human resources policies and where necessary consultation with recognised trade unions.
- 8.3.2** The Council is aware that many staff may also be impacted by the increase in cost of living. Many staff are also Croydon residents and may seek support from the Council including via the cost of living hub on the intranet. The Council offers support through the Employee Assistance Programme (EAP) and staff may seek help via and be signposted to the EAP, the Guardians' programme, and other appropriate sources of assistance and advice on the Council's intranet including the trade unions.

Comments approved by Dean Shoosmith, Chief People Officer, 12/9/2023.

## **8.4 EQUALITIES IMPLICATIONS**

**8.4.1** The Council has a statutory duty to comply with the public sector equality duty set out in section 149 of the Equality Act 2010. The Council must therefore have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

**8.4.2** In setting the Council's budget for 2023-2024, all savings proposals must complete an Equality Impact Assessment. As Officers deliver against the approved budget, including the savings within it, they will continue to monitor for any unanticipated equality impacts. If any impacts arise, officers will offer mitigation to minimise any unintended impact.

**8.4.3** This report sets out a number of proposals that will change the services and provisions we provide for residents across Croydon. These proposals are subject to further work decisions.

**8.4.4** The Council must, therefore, ensure that we have considered any equality implications. The Council has an established Equality Impact Assessment [EqIA] process, with clear guidance, templates and training for managers to use whenever new policies or services changes are being considered. This approach ensures that proposals are checked in relation to the impact on people with protected characteristics under Equality Act 2010.

**8.4.5** Assessing the impact of proposed changes to policies, procedures, services and organisational change is not just something the law requires; it is a positive opportunity for the council to ensure it makes better decisions, based on robust evidence.

**8.4.6** Our approach is to ensure the equality impact assessments are data led, using user information, demographic data and forecasts, as well as service specific data and national evidence to fully understand the impact of each savings proposal. This enables the Council to have proper regard to its statutory equality duties.

**8.4.7** We have a large number of vulnerable children and asylum seekers who are in need of our services. We have also been faced with the rise of costs of the provision of adult social care, which has been exasperated following the pandemic. Alongside this our residents are dealing with the increased cost of living. We have supported residents by providing mitigation for changes where possible and



signposting to other support organisations in the borough who can provide support. We will continue to seek mitigation during the equality analysis process where possible.

**8.4.8** Our initial data suggests that residents across all equality characteristics may be affected by changes. National and local data highlights that this may have a greater impact on race, disabilities, sex, pregnancy and maternity and age. We will continue to assess the impact and strive to improve our evidence and data collection, to enable us to make informed decisions.

**8.4.9** Where consultations take place, we will ensure that we make it accessible for all characteristics including those with disabilities including neurodiversity by ensuring that we adopt Disability standards in our consultation platform. Notwithstanding those residents who are digitally excluded. We will also consult using plain English to support our residents who do not have English as a first language.

**8.4.10** With regard to potential staff redundancies, as a diverse borough we will undertake equality analysis and seek mitigation for staff by offering redeployment and employability support. We will also assess the impact of job losses on protected characteristics. We will also ensure that disabled staff are treated more favourably during restructure in that they will be required to meet the minimum standard prior to being offered an interview.

**8.4.11** Research from existing EQIAs identifies that rising costs impact on some Disabled groups, communities from the Global Majority, African, Asian, African Caribbean households, young people, some people aged 15 – 64 and some people in the pregnancy/maternity characteristic. Research also indicates that there is an intersectional impact on young people from the Global Majority and both Disabled and Dual Heritage communities. Deprivation in borough is largely focused in the north and the east where the Global Majority of residents from the African, African Caribbean and Asian communities reside.

Comments approved by Naseer Ahmed for Equalities Programme Manager, 12/09/2023.

## **9. APPENDICES**

**9.1** None.

## **10. BACKGROUND DOCUMENTS**

**10.1** None.

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## LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	<b>Number 8. CABINET</b>	
<b>DATE OF DECISION</b>	<b>25 October 2023</b>	
<b>REPORT TITLE:</b>	<b>UPDATE ON LARGE PANEL SYSTEM TOWER BLOCKS</b>	
<b>CORPORATE DIRECTOR / DIRECTOR:</b>	<b>Susmita Sen</b> <b>Corporate Director, Housing</b> <b>Niall O'Rourke</b> <b>Head of Building Safety &amp; Compliance</b>	
<b>LEAD OFFICER:</b>	<b>Niall O'Rourke</b> <b>Head of Building Safety &amp; Compliance</b> <b>Email: niall.o'rourke@croydon.gov.uk</b>	
<b>LEAD MEMBER:</b>	<b>Cllr Lynne Hale</b> <b>Deputy Mayor and Cabinet Member for Homes</b>	
<b>KEY DECISION</b> 3923EM	<b>No</b>	<b>REASON:</b>  N/A
<b>CONTAINS EXEMPT INFORMATION?</b>	<b>No</b>	<b>Public</b>
<b>WARDS AFFECTED:</b>	<b>All</b>	

### 1 SUMMARY OF REPORT

- 1.1** The report is a progress update on the structural appraisal and the more immediate Building Safety Act 2022 requirements on the Large Panel System (LPS) tower blocks in the Housing Revenue Account (HRA) portfolio. This form of construction was used widely in urban areas in the 1960's and 1970's and is predominantly associated with tower blocks. Investigations following the Ronan Point disaster highlighted concerns and the need for mitigating measures.
- 1.2** A significant level of activity is taking place to meet the requirements of the Building Safety Act against the various timescales as detailed later in the report. We will achieve Registration with the Building Safety Regulator of High-Rise Residential Buildings at the end of September (the registration deadline being 1 October 2023). Since the

registration deadline of 1 October 2023, it is now an offence to allow residents to occupy an unregistered building. We are also on course to make good progress to provide Key Building Information for the end of October. The Key Building Information for a registrable building must be submitted to the Building Safety Regulator within 28 days of completing / submitting the initial registration of that particular building. The Key Building Information focuses on information relating to the building's structure and fire safety. However, it will be a challenge to have detailed Safety Case Reports in place in time for the earliest date the Building Safety Regulator could request these (which is April 2024).

- 1.3** The approach of The Building Safety Regulator will be to work collaboratively to resolve any potential non-compliance: however, if the matter cannot be resolved, the Building Safety Regulator can take a range of enforcement actions, including issuing compliance notices, prosecution (in some cases), and in extreme cases, the Building Safety Regulator can apply for a special measures order appointing a special measures manager to take over the building safety duties from all accountable persons for the building.
- 1.4** The Building Safety Regulator 'The Regulator' stated in August 2023, for the first time, that all LPS tower blocks will be included in the first-year requests for Safety Case Reports. These reports can be requested from 1<sup>st</sup> April 2024 and need to be submitted within 28 days of The Regulators' request. The purpose of the Safety Case Report is for the Council to evidence that the blocks are safe to occupy and for the Regulator to provide a Building Assessment Certificate to confirm they are satisfied. If the Regulator is not satisfied with the Safety Case Report, they can re-request a Safety Case Report within a specific timescale. If the Regulator deems that the building is not safe to occupy and does not issue the Building Assessment Certificate, then the block would need to be decanted as a worst case. However, as noted above, the approach stated by The Building Safety Regulator is (at least initially) to work collaboratively to resolve any potential non-compliance.
- 1.5** As LPS blocks will be included in Year 1 Safety Case Reports we are accelerating our activity and will develop a risk register to highlight the risks and develop mitigations.
- 1.6** The Arup stage 1 structural appraisal report for the LPS tower blocks is anticipated in early October and the final structural appraisal in Summer 2024.
- 1.7** Further structural and fire safety related investigations are required between now and into 2024 to improve oversight and allow the fire and structural engineers to assist us in developing the safety case reports.

## **2 RECOMMENDATIONS**

For the reasons set out in the report and its appendices, the Executive Mayor in Cabinet is recommended:

- 2.1 To note the progress to date on the structural appraisal of the LPS blocks and the revised early October timescale for receipt of the Stage 1 Structural Appraisal Report.
- 2.2 To note that the final structural appraisal report on the LPS blocks is forecast to be issued in Summer 2024.
- 2.3 To note that Reinforced autoclaved aerated concrete (RAAC) has not been identified in the LPS blocks.
- 2.4 To note the proposal to meet the requirements of the Building Safety Act 2022 relating to LPS/High-Risk Building (HRB) Registration at the end of September and provision of Key Building Information by 28 October 2023.
- 2.5 To note that procurement has commenced for additional consultancy support to complete key building information requirements.
- 2.6 To note the Regulator will request a Safety Case Report for all 13,000 HRB's in England over a 5-year period, often referred to as tranche 1-5. Safety Case Reports are for each individual HRB and need to be submitted within 28 days of the Regulator's request. The purpose of the Safety Case Report is to evidence the block is safe to occupy and to obtain a Building Assessment Certificate from the Regulator to allow the block to continue to be occupied.
- 2.7 To note that 15 LPS and 3 other HRB's are forecast to be requested by the Regulator in Year 1. The Regulator can start to request these from 1<sup>st</sup> April 2024. No's 1-87 Regina Road is an LPS block due to be fully vacated in November 2023 in advance of demolition, therefore, a Safety Case Report will not be required from 1<sup>st</sup> April 2024 for this block.
- 2.8 To note that if the Building Safety Regulator does not assess a Safety Case Report as being satisfactory they may request a revised Safety Case Report be re-submitted within a defined period. The ultimate sanction is that the Regulator does not issue a Building Assessment Certificate and the block must be vacated.

### **3 REASONS FOR RECOMMENDATIONS**

- 3.1 To raise awareness and highlight the broad range of activities taking place to meet Building Safety Act requirements including registration, key building information, safety case, structural appraisal, resident engagement.
- 3.2 To highlight that the number of HRB's that will require a Safety Case Report in Year 1, starting 1<sup>st</sup> April 2024 and highlight the risks of not meeting the Regulators expectations in terms of safety case reports.

### **4 BACKGROUND AND DETAILS**

#### **4.1 Larger Panel System Blocks (LPS)**

- 4.2** During the 1960s the former County Borough of Croydon built 19 tower blocks using a Large Panel System (LPS) developed by the construction company Wates. Three of these blocks were demolished about 30 years ago. The remaining 16 blocks were retrofitted with insulated cladding around 2000 as part of a refurbishment project to improve living conditions. However, some flats in some LPS blocks have suffered in recent years from a variety of issues including water penetration, condensation and mould that have proved difficult to rectify. Major refurbishment will be required in the future to address the underlying issues. LPS is an early modular type of construction and there were many variances in more detailed design over the years.
- 4.3** LPS were largely built using unskilled labour and have proved problematic for many local authorities. Extensive research was conducted by the Building Research Establishment (BRE) following the 1968 partial collapse of Ronan Point (built using different LPS) and resulted in two major reports in 1986 and 1987 which highlighted the need for regular monitoring and structural repair of LPS tower blocks. In the 1987 report BRE highlighted, in their opinion, the major issue of the environment within LPS flats and the need to limit condensation and mould growth at reasonable cost – an issue that flats at Regina Road have suffered from.
- 4.4** In 2012 BRE published its Handbook for the Structural Assessment of LPS Dwelling Blocks. The Handbook covers the impact on structural stability of accidental loading, either from explosions that might be caused by non-mains gas or by other reasons, or trauma such as from a refuse vehicle striking the building. It is expected that the new Building Safety Regulator will expect building owners to apply this guidance when preparing safety cases.
- 4.5** Structural strengthening of LPS tower blocks is only likely to extend life for 25 years before further structural strengthening works and refurbishment works would be required in accordance with BRE Advice. In addition to strengthening advice extended to removing gas from LPS blocks. There is no gas in the 16 LPS blocks, and all have had sprinklers systems retrofitted post Grenfell.
- 4.6** Some limited intrusive inspections were carried out by a fire engineering consultancy to the external cladding of LPS blocks in 2021 for the purposes of issuing a EWS1. EWS1 are only for mortgage purposes and are not always a full appraisal of the external walls. The EWS1's did state a B2 outcome which means that remedial works are required. The accompanying report stated that Based on our findings we consider that there is not an immediate risk to life safety, primarily based on the non-combustible materials used for the main cladding system and sprinklers being present.'
- 4.7** Arup were commissioned in May 2023 to carry out a structural investigation over 2 stages, which ultimately will lead to the production of a structural appraisal for each block. Arup formed in 1946 are now a global consultancy. Specialising in structural engineering they have been involved in projects such as Coventry Cathedral, The Lloyd's Building, Sydney Opera House. They operate in 141 countries with revenue of £1.9bn in 2022. Arup were involved in developing designs and on-site quality control measures for some LPS constructed buildings as far back as the early 1960's.
- 4.8** All 16 of the LPS blocks are Wates designed and built LPS blocks constructed between 1964 and 1967. During the development of these LPS Wates then commissioned Arup

to assist with the structural design and quality control of the structural works from Phase 2 onward. Phase 1 included 1-87 Regina Road, 1-87 Belgrave Road, 7 Violet Lane and 50-89 Bridge Place.

- 4.9** A full copy of the Arup mid-July update is included in **Appendix A**
- 4.10** Arup's' Stage 1 Report is anticipated in early October. This report will include construction dates, phases, types, structural layouts, and modifications. Findings from visual surveys, potential structural weakness, drawings, and recommended assessment strategy.
- 4.11** Discussions around more intrusive investigations to dwellings and common parts of 1-87 Regina Road are progressing. A full decant of 1-87 Regina is not anticipated until the end of November. We are preparing to commence the investigations before it is fully decanted to avoid further delay and at the same time mitigating the impact on remaining residents.
- 4.12** Arup have stated that 'we have not so far seen any RAAC panels on our site visits or on the drawings. The Wates system was precast on site, and it would have been difficult to make RAAC on site (unless panels were brought in)'. Consideration over RAAC will continue alongside the initial structural investigations until we have a definitive position.
- 4.13** Additional fire safety investigations and reports are anticipated to better understand the individual fire safety considerations and prepare a retrospective fire strategy for each LPS tower block. This is to allow an assessment of safety and to determine what actions, if any are required.
- 4.14** These investigations will be considered alongside the stock condition information and feed into the Asset Management Strategy.
- 4.15** **Building Safety Act (BSA)**
- 4.16** The Building Safety Act gained Royal Assent and came into force on the 28 April 2022. It makes ground-breaking reforms, and overhauls existing regulations and creates new powers that will enable lasting change across the built environment. Secondary legislation continues to flow from the BSA, adding much needed detail. This report focusses on the immediate term requirements of the Act related to the LPS blocks. All 16 LPS blocks are classified as High-Risk Residential Buildings (HRBs, defined as residential building with at least 2 residential units and building height of 18m+ or 7 storeys or more). There are some 13,000 HRBs in England. The Building Safety Regulator proposes to request safety case reports for these over a 5-year period, starting with the highest risk in year 1 to lowest risk in year 5.
- 4.17** Previously The Regulator had stated that the higher risk blocks would be those which were the highest, with the greatest number of floors, or those with the greatest number of homes contained within them. In addition, the Regulator has indicated un-remediated blocks with ACM cladding, like Grenfell, would also be year 1 and any building requiring remediation that was say above a vehicle refuelling station would be Year 1. The Building Safety Regulator will use the Key Building Information submissions on all 13,000 HRB's to develop the list of blocks to be included in Year 1 safety case report requests.

- 4.18** The Building Safety Act introduces two regulated hazards which are structure and fire safety. Accountable Persons will need to develop a safety case regime and ultimately a safety case report that needs to be submitted to the Building Safety Regulator.
- 4.19** An Accountable Person under the Act is a person who.
- holds a legal estate in possession in any part of the common parts; or
  - does not hold a legal estate in any part of the building but who is under a relevant repairing obligation in relation to any part of the common parts.
- 4.20** A Principal Accountable Person under the Act is a person who.
- in relation to a building with one accountable person, that person;
  - does not hold a legal estate in any part of the building but who is under a relevant repairing obligation in relation to parts of the structure and exterior of the building.
- 4.21** An Accountable Person and a Principal Accountable Person can be an individual or a body corporate. LB Croydon will be the Accountable Person. Where there is more than one Accountable Person involved in the management of a HRB then the Accountable Persons need to agree who is the Principle Accountable Person (PAP), except where one Accountable Person has (as noted at 4.20) a relevant repairing obligation in relation *to parts of the structure and exterior of the building*. The PAP would then be responsible for Registering the Building, submitting key building information and preparing and issuing the safety case report, with relevant input from the other Accountable Persons.
- 4.22** The Regulator stated in August 2023 that all LPS blocks in England will be included in Year 1. The LPS blocks range from 11-12 floors and up to 50 flats in each. For information the 2 other HRB's that are forecasted to be included in Year 1 are Malcom Wick House, 22 floors/90 flats, Windsor House 7 floors/149 flats.
- 4.23** The key requirements arising in the coming months and associated dates are summarised below:
- **Registration of all High-Risk Blocks** – by 30<sup>th</sup> September 2023
  - **Submit Key Building Information for all High-Risk Blocks** - within 28 days of 30<sup>th</sup> September 2023.
  - **Submit Year 1 Safety Case Reports** – As soon as possible from 1 October 2023, but – practically - by request from 1<sup>st</sup> April '24.
- 4.24** **Registration**
- 4.25** We are on target for Registration across all HRB's not just the LPS.
- 4.26** The information required for Registration is
- i. principal accountable person and any other accountable persons.
  - ii. the number of floors at or above ground level
  - iii. its height in metres
  - iv. the number of residential units
  - v. the year it was originally built.



- vi. its address or addresses

#### **4.27 Submit Key Building Information (KBI)**

**4.28** KBI Information needs to be uploaded onto the HSE/Regulators portal by 28th October. This information comprises 147 individual questions under the 9 sections below. This needs to be input for all 45 existing HRB's. This amounts to some 7,000 individual data responses. The KBI sections are:

- i. Building Use
- ii. Fire and smoke controls
- iii. Fire doors
- iv. Energy supplies, storage, and generation
- v. Type of structure
- vi. Roof
- vii. Staircases
- viii. Building Works since original build
- ix. Connections

**4.29** We have prepared the information available for KBI inputting.

**4.30** We are working with procurement colleagues to procure consultants to assist with collecting the KBI that is not available to us. One or more direct awards will follow, subject to typical assurances on time, cost, and quality.

**4.31** We are aiming to complete all KBI requirements by the 28<sup>th</sup> of October. The KBI is a live dataset and will be updated in future years as HRB's receive works and the underlying data changes. This will form part of the Regulators oversight.

**4.32** A report will be prepared on all HRB's, including LPS providing a progress update before Christmas.

## **5 RESIDENT ENGAGEMENT**

**5.1** Letters were sent out to all residents in LPS blocks in 2022, following on from the well documented issues identified at 1-87 Regina Road. These letters confirmed there would be further engagement.

**5.2** More recently letters were sent out to individual blocks inviting residents to engagement meetings. All of the LPS blocks, excluding the 3 Regina Rd LPS blocks who receive engagement through the Regina Road Project, have had engagement meetings.

**5.3** Resident attendance has been variable but has in some instances been up to 25% of residents. After the meetings letters are sent out to residents to summarise what was discussed and that further surveys are planned, and we will notify them in advance of these taking place. Councillors have been invited to attend recent engagement meetings. These surveys will collect more detailed information and will be informed by

structural and fire engineers who we will be procuring in the coming months. These are so that both of these can have a detail understanding of each of all the HRB's.

- 5.4** The engagement meetings have included, Building Safety Act, HRB registration, key building information, safety case regime & reports, resident engagement, and complaints, as well as picking up on the LPS link with Regina Road.
- 5.5** There are common building issues raised at these engagement sessions, but these are not always experienced to the same extent. Damp and mould are a common theme, however it is clear some of the feedback indicates more widespread and severe issues in some blocks, while others seem to be relatively low level, localised and intermittent.
- 5.6** Key themes include damp & mould, water escapes from waste stacks, build-up of moss on external cladding. We monitor the issues raised and manage these through to completion.
- 5.7** As part of the meetings there are housing and repairs surgeries before, where residents can report individual issues, before moving along to the group session on LPS and Building Safety Act.
- 5.8** We record the issues raise and ensure that we are completing the actions and keeping residents informed on progress.
- 5.9 Leasehold Implications**
- 5.10** Leaseholders have substantial protections against costs relating to 'relevant defects' under the Building Safety Act. "Relevant defect", in relation to a building, means a defect as regards the building that—
- (a) arises as a result of anything done (or not done), or anything used (or not used), in connection with relevant works, and
  - (b) causes a building safety risk
- 5.11** This protection applies 30 years back from April 2022.
- 5.12** Homes valued at less than £325k in London are fully protected from all relevant defect remediation costs. For homes over £375k in London their financial exposure is capped at £15k.
- 5.13** There are currently 38 leaseholders in the 663 homes in LPS tower blocks.
- 5.14** Mortgage providers who are willing to lend on LPS blocks require a favourable structural appraisal from the building owner. Based on current timescales it is forecasted to be Summer 2024 by the time Arup issue the structural appraisal reports on LPS tower blocks. Impacted leaseholders will be informed of the anticipated timescale and will be kept updated if dates change.

## **6 CONTRIBUTION TO COUNCIL PRIORITIES**

- 6.1** Resolving the future of the LPS Blocks contributes to Priority 4: Croydon is a cleaner, safer, and healthier place, a borough we are proud to call home.'
- 6.2** More specifically:
- 6.3** Invest in council homes to drive up standards and develop a more responsive and effective housing service.
- 6.4** Ensure new homes are safe, well-designed and in keeping with the local area.

## **7 FINANCIAL IMPLICATIONS**

- 7.1** The identified properties are within the Housing Revenue Account stock listing as a result the costs of the project will be funded from the HRA. The HRA Business Plan 2024-25 reflects the need for budget allocation for the survey works to be carried out in this Financial Year. While the HRA Capital budget is overspent, activities to support the requirements of the Building Safety Act will take priority.
- 7.2** The buildings at Regina Road will be picked up as part of the regeneration project.
- 7.3** A review of the leaseholders property values is required to ensure that where any contribution to remediation works capped at £15k is identified.
- 7.4** Comments approved by Orlagh Guarnori on behalf of the Director of Finance. (Date 19/09/2023)

## **8 LEGAL IMPLICATIONS**

- 8.1** The recommendations in this report are 'to note' only.
- 8.2** The Building Safety Regulator (BSR) is established within the Building Safety Act 2022, as an independent regulator within the Health and Safety Executive (HSE). BSR will raise building safety and performance standards and oversee a new stringent regime for high-rise residential buildings, as well as overseeing the wider system for regulating safety and performance of all buildings and increasing the competence of relevant regulators and industry professionals.

- 8.3** The registration information provided by the Council will be used by the Building Safety Regulator to help it prioritise buildings for the building assessment certificate process from April 2024.
- 8.4** Principal Accountable Persons (PAP's) were given until the 1 October 2023 to register all high-rise residential buildings in England. It is now an offence to allow residents to occupy an unregistered building.
- 8.5** The Building Safety Act 2022 applies to buildings in England only that are 18 metres or higher or seven storeys or more, and with at least two residential units.
- 8.6** The Key Building Information is a set of information that the Principal Accountable Persons (PAP's) need to know, assess and understand about the building, to properly manage the risks of fire spread or structural failure.
- 8.7** If an occupied higher-risk building has just one accountable person, they will automatically become the principal accountable person for that building. Where there are two or more accountable persons, the one responsible for the repair of the structure and exterior of the building will be the principal accountable person.
- 8.8** The Building Safety Act 2022 (the Act) was granted Royal Assent on 28 April 2022. It implements the recommendations made in Dame Judith Hackitt's report Building a Safer Future to create a new robust regulatory system for higher-risk buildings. Her recommendations set out clear duties and responsibilities for those who commission, design, construct and refurbish higher-risk buildings, and those who are responsible for making sure that buildings are safely managed when occupied.
- 8.9** The Building Safety Regulator (the Regulator) is charged with improving the safety and standard of buildings through three critical functions:
- Leading the delivery of the new regulatory regime for higher-risk buildings;
  - Overseeing the safety and standards of all buildings; and
  - Facilitating improvement in the competence of industry and building inspectors
- 8.10** The Building Safety Regulator will work with the accountable person or principal accountable person to resolve any potential non-compliance. If the matter cannot be resolved, the Building Safety Regulator can take a range of enforcement actions, including issuing compliance notices and in some cases, prosecution. In extreme cases, the Building Safety Regulator can apply for a special measures order appointing a special measures manager to take over the building safety duties from all accountable persons for the building.

Approved by the Head of Commercial & Property Law on behalf of the Director of Legal Services & Monitoring Officer

## 9 EQUALITIES IMPLICATIONS

- 9.1 The Council has a statutory duty to comply with the provisions set out in Sec 149 of the Equalities Act 2010. The Council must therefore have due regard to:
- 9.2 Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under this Act.
- 9.3 Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- 9.4 Foster good relations between persons who share a relevant protected characteristics and persons who do not share.
- 9.5 The department will need to collate data on protected characteristics in relation to the LPS blocks over the course of the forthcoming months. Efforts will be made to build trust which will support residents sharing their data. During forthcoming consultations efforts will be made to pay due regard to all equality characteristics by ensuring that the consultation is accessible to all residents, in particular those who may not have English as a first language and residents who are non-neurotypical.
- 9.6 Departments will also evidence customer satisfaction and dissatisfaction using this method across the protected characteristics to ensure that the Council is delivering a fair and equitable service to all protected groups.
- 9.7 Poor housing conditions and perceptions of unfair treatment are likely to exasperate existing mental health conditions or create new mental health conditions. In particular, when exasperated by other socio-economic impacts such as poverty, unemployment and the cost-of-living crisis. It is important that residents are treated in a fair, respectful and equitable manner to ensure that existing or new conditions are not triggered by behaviour of staff or suppliers. It is important that staff training reflects this.
- 9.8 Attached as **Appendix B** is the EQIA which is a live document and which will be populated in greater detail as information is received during forthcoming consultations. The EQIA concluded that there are currently no equality implications at present.
- 9.9 Approved by : Naseer Ahmad for the Equality Manager. (19/09/2023)

## 10. CRIME & DISORDER IMPACT

- 10.1 There are no direct crime and disorder impacts from this report
- 10.2 Comments approved by Director of Culture & Community Safety, Kristian Aspinall [19/09/2023]

## 11. HUMAN RESOURCES IMPACT

11.1 Approved by XXX, Head of HR Housing Directorate & Head of HR SCRER for and on behalf of Dean Shoemith, Chief People Officer [DATE].

## **12 APPENDICES**

**12.1 A** Arup Update slide deck – dated 13 July 2023

**12.2 B** EQIS Draft - dated 8 June 2023

## **13 BACKGROUND DOCUMENTS**

- a. Cabinet, 16 November 2022– Regina Road Estate, Norwood
- b. Key Decision: 5122 EM
- c. Building Research Establishment. 'The structural adequacy and durability of large panel system dwellings. Part 1: Investigations of construction, Part 2: Guidance on Appraisal'. BRE Report 107. Bracknell, IHS BRE Press, 1987
- d. Building Research Establishment. 'Large Panel System Dwellings: Preliminary Information on Ownership and Condition' BRE Report, 1986
- e. Building Research Establishment. 'Handbook for the Structural Assessment of Large Panel System (LPS) Dwelling Blocks for Accidental Loading'. Stuart Matthews and Barry Reeves, Bracknell, IHS BRE Press, 2012

# Wates LPS Assessment, Croydon

## Interim Progress Update

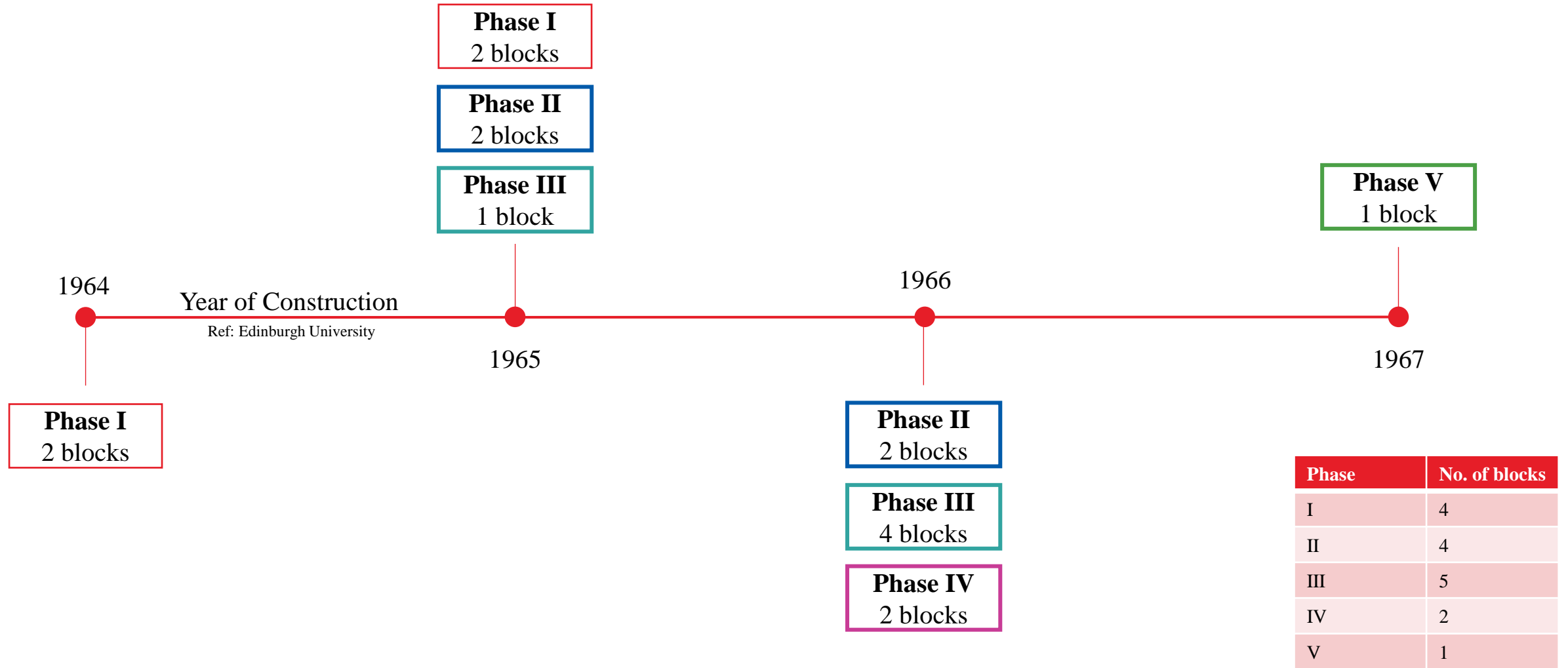
DRAFT

# Meeting Agenda

- Commissioning “Phases”
- LPS Types
- Block Modifications
- Summary of desktop study
- Arup Archive Information
  
- Proposed next steps
- Likely Recommendations



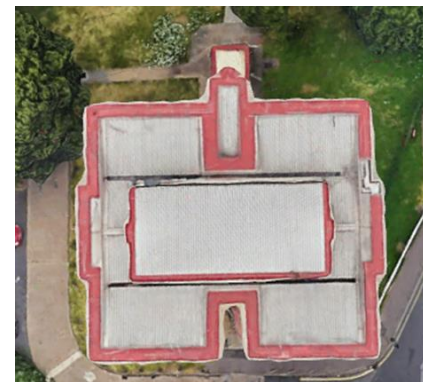
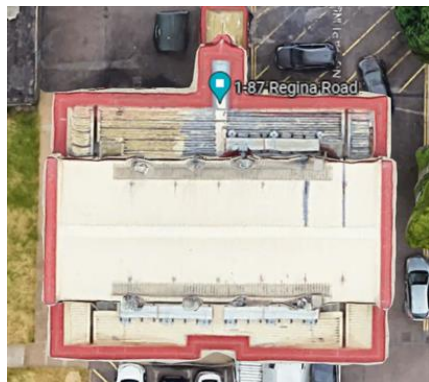
# Commissioning “Phases”



Arup not involved in Phase I

# LPS Types

## Initial Identification



**Type A**

3 blocks

**Type B**

1 block

**Type C**

7 blocks

**Type D**

3 blocks

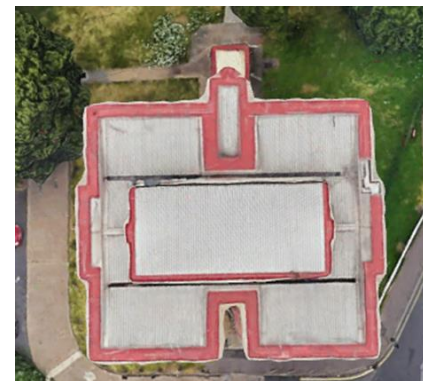
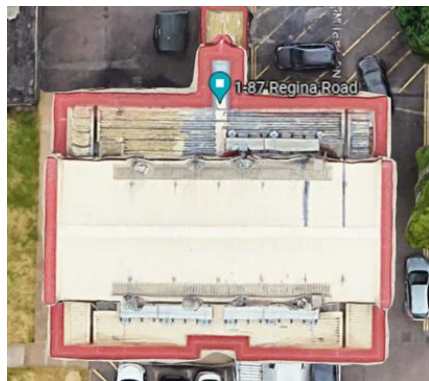
**Type E**

2 blocks

Foundations & ground floor structure may vary within types

# LPS Types

## Initial Identification



### Type A

3 blocks

**1-87 Regina Road**  
 1-44, 7 Violet Lane  
 1-87 Belgrave Road

### Type B

1 block

50-89 Bridge Place

### Type C

7 blocks

2-56 Regina Road  
 58-108 Regina Road  
 463-549 Lodge Lane  
 551-637 Lodge Lane  
 1-44 Keeling Court  
 1-44 Messer Court  
 1-44 Bramley Hill

### Type D

3 blocks

1-44 Grosvenor Road  
 Sevenoaks House  
 Tonbridge House

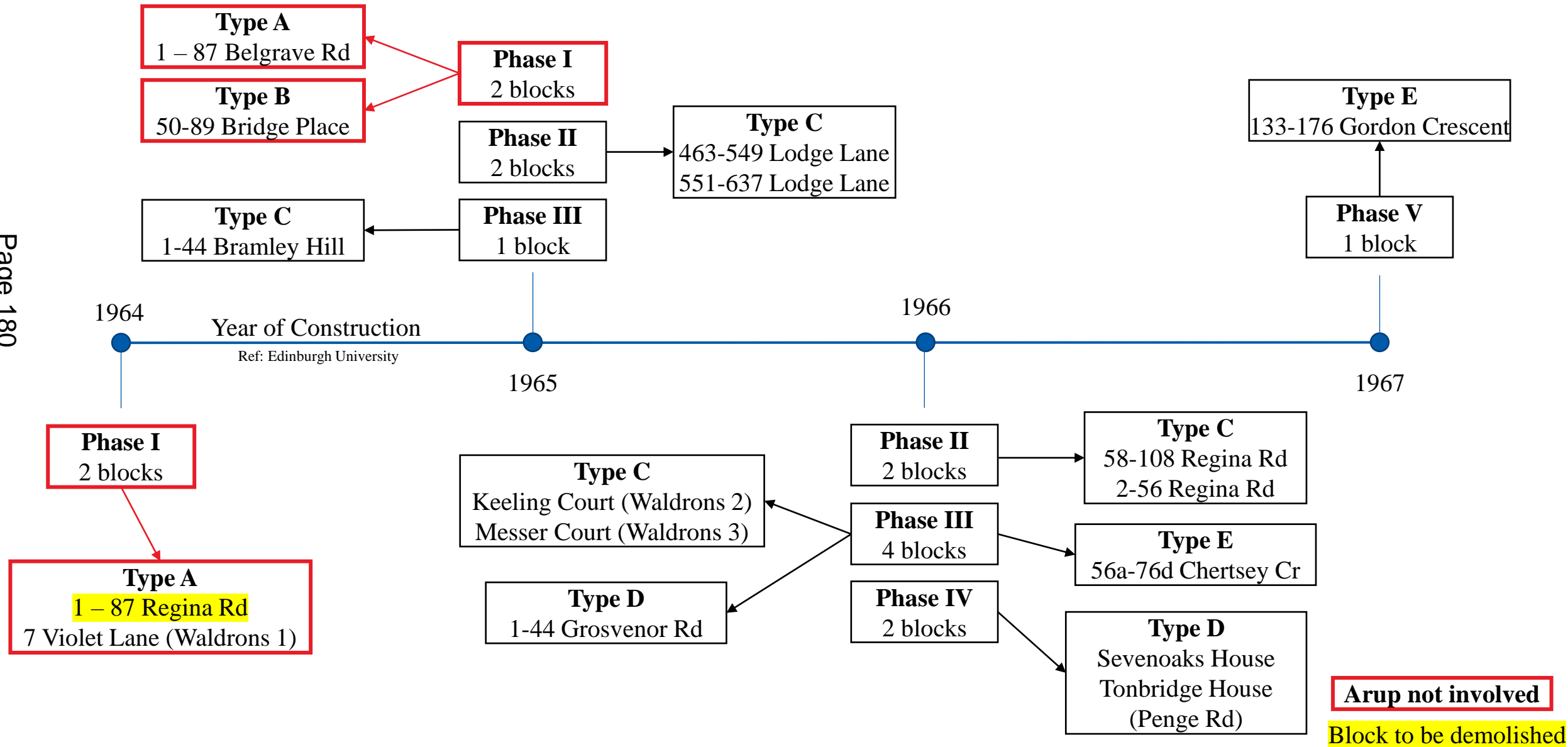
### Type E

2 blocks

56a-76d Chertsey Crescent  
 133-176 Gordon Crescent

**Block to be demolished**

# Commissioning “Phases” & Types



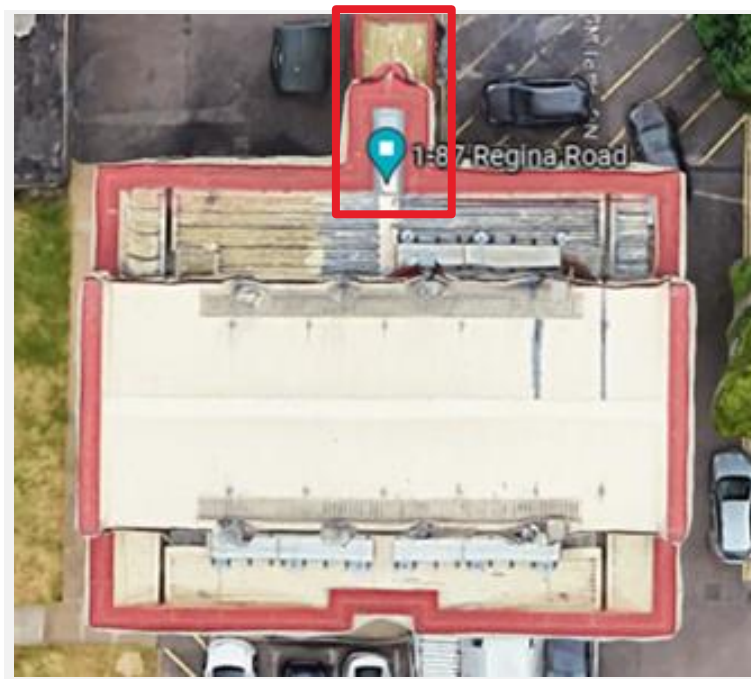
# Block Modifications

Modifications that appear to have taken place post construction

# Block Modifications

## Bin Chute Extension

- Referenced to have been added at the same time as the aluminium overclad – late 90s
- Type D blocks could have similarities or be the same as Type E blocks



Google Earth Image - 2023

Type A



Google Earth Image - 2023

Type D

# Block Modifications

## Bin Chute Extension



Edinburgh University

Image of Sevenoaks house from 1988



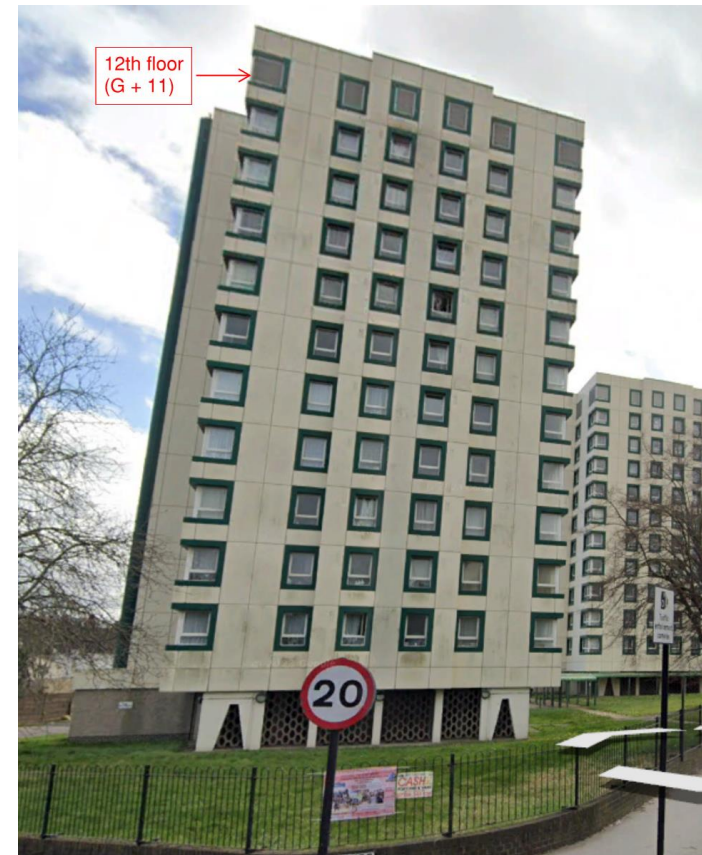
Google Earth Image - 2023

Image of Sevenoaks House ("Type D") c. 2023

# Block Modifications

## Plant room roof extension

- Comparison between recent & historical images (c. 1988) shows that for 10 blocks, the original roof plant room was incorporated into an extra floor





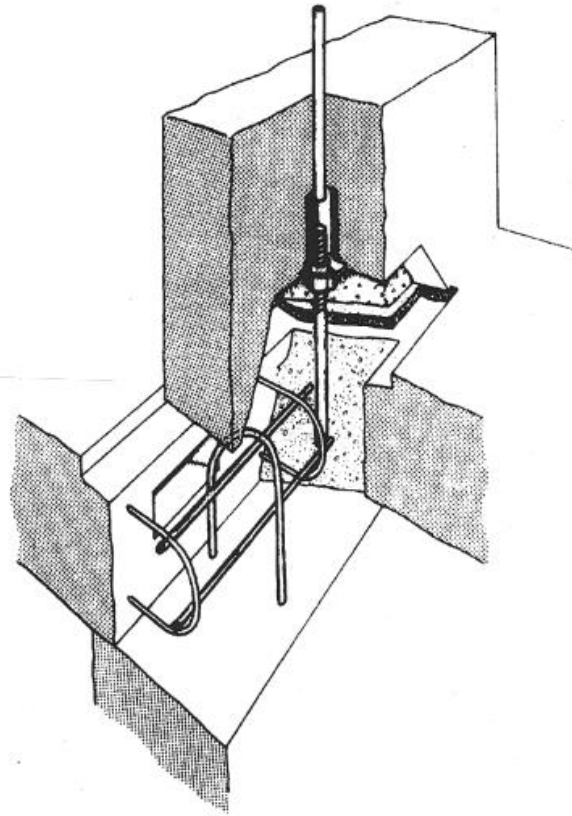
# Summary

- Visual surveys to clarify extents of building modifications
- 4 buildings pre-date Arup involvement – built in “Phase I”
  - Includes 2 different geometries (3 “Type A”, 1 “Type B”)
  - No drawings or details for these
  - Includes 1 “Type A” building that is to be demolished
- 12 buildings built in “Phase II” to “Phase V” for which Arup were involved
  - Appears to include 3 different types (could be 2 due to modifications – TBC)
  - Drawings are available from the Arup Archive (appear similar between blocks)
  - The drawings indicate that the connection details are likely the same between blocks

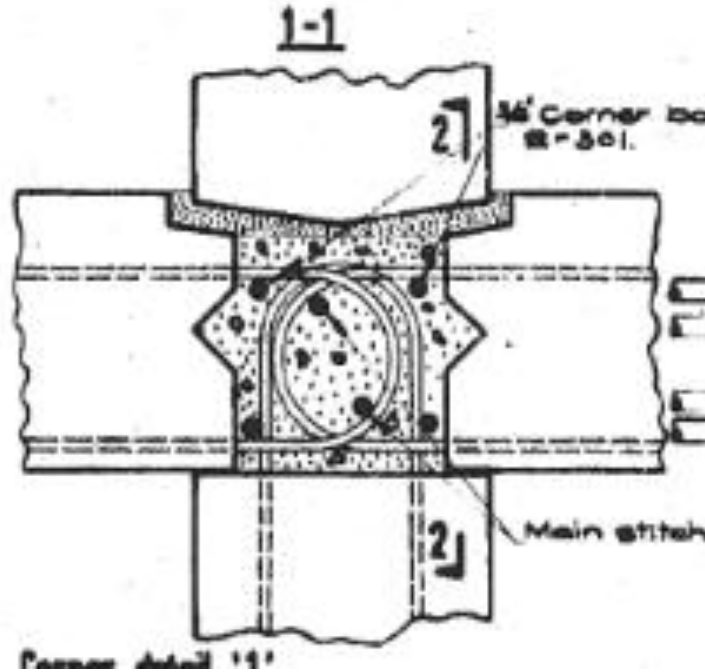
# Arup Archive Drawings

## Common connection details

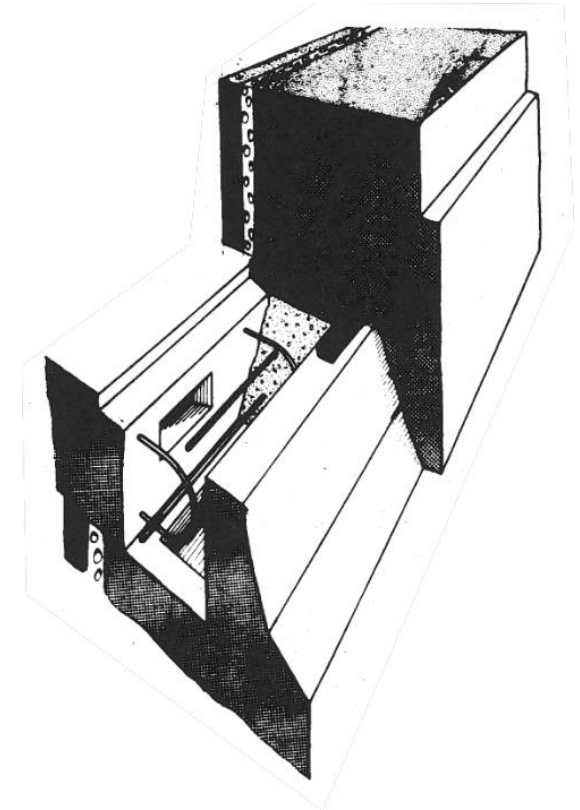
Page 186



3D detail showing in-situ stitch & levelling bolt



Section through in-situ stitch corner detail



External stitch detail



# Next Steps

Carry out visual surveys

Prepare report including:

- Information summarised in this presentation (construction dates, phases, types, modifications)
- Plan layouts for types Arup was involved in (including structural information)
- Findings from visual surveys
- Potential structural weaknesses
- Copies of relevant drawings
- Recommended assessment strategy

Timescales:

- Visual surveys late July
- Final report early August

# Likely Recommendations

Blocks with no drawings				Blocks with drawings (Type C to E – 12 no.)	
Type A (3 no.)		Type B (1 no.)			
Steps	Time Frame	Steps	Time Frame	Steps	Time frame
1) Carry out investigations on 1-87 Regina Rd (to be demolished)	Now	TBD following visual survey	TBD	1) Carry out calculations based on archive drawing details	Now
2) Carry out calculations based on findings	+6m			2) Carry out spot check investigations to confirm: <ul style="list-style-type: none"> <li>• Variability between blocks</li> <li>• Workmanship quality</li> <li>• As-built details</li> <li>• Existing strengthening</li> </ul>	+ 3m
3) Carry out spot check investigations on other blocks	+6m				

ARUP

# Equality Analysis Form

# 1. Introduction

## 1.1 Purpose of Equality Analysis

The council has an important role in creating a fair society through the services we provide, the people we employ and the money we spend. Equality is integral to everything the council does. We are committed to making Croydon a stronger, fairer borough where no community or individual is held back.

Undertaking an Equality Analysis helps to determine whether a proposed change will have a positive, negative, or no impact on groups that share a protected characteristic. Conclusions drawn from Equality Analyses helps us to better understand the needs of all our communities, enable us to target services and budgets more effectively and also helps us to comply with the Equality Act 2010.

An equality analysis must be completed as early as possible during the planning stages of any proposed change to ensure information gained from the process is incorporated in any decisions made.

In practice, the term '**proposed change**' broadly covers the following:-

- Policies, strategies and plans;
- Projects and programmes;
- Commissioning (including re-commissioning and de-commissioning);
- Service review;
- Budget allocation/analysis;
- Staff restructures (including outsourcing);
- Business transformation programmes;
- Organisational change programmes;
- Processes (for example thresholds, eligibility, entitlements, and access criteria).



## 2. Proposed change

<b>Directorate</b>	<b>Housing</b>
<b>Title of proposed change</b>	<b>Future of Large Panel System (LPS) Blocks</b>
<b>Name of Officer carrying out Equality Analysis</b>	<b>Sandra O'Connor</b>

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

16 Large Panel System (LPS) blocks were built using the Wates Large Panel System and developed as social housing by the Borough in the mid-1960s. It includes:

- Regina Road (3 blocks)
- Belgrave & Grosvenor in Norwood (2 blocks)
- Sevenoaks and Tonbridge in Norwood (2 blocks)
- 463-549 and 551-637 Lodge Lane, New Addington (2 blocks)
- Gordon Crescent, Croydon (1 block)
- Chertsey Crescent, New Addington (1 block)
- Bridge Place, Croydon (1 block)
- Messer Court, Croydon (1 block)
- Bramley Hill, South Croydon (1 block)
- Keeling Court, Croydon (1 block)
- Violet Lane, Croydon (1 block)

INSERT details about layout: ie There are four medium-rise blocks close to the tower blocks, with an additional 48 flats, within the wider estate of mainly LPS blocks. There is also some green space, a play area and a kindergarten that should be considered as part of any redevelopment and re-provision.

UPDATE: The flats have suffered in recent years from a variety of issues including water penetration, condensation and mould that have proved difficult to rectify. The council is proposing to begin the process of addressing the current unsatisfactory situation at the Regina Road estate where three ageing tower blocks require radical action to ensure modern social housing fit for the 21<sup>st</sup> Century. In summary, improved living conditions at the blocks would involve either refurbishment or redevelopment, and a report considering the options open to the council is to be presented to Cabinet in September 2022.

It is a legal requirement under Section 105 of the Housing Act and a legal requirement as part of the Building Safety Act 2021 to 'develop a Resident Engagement Strategy so residents can influence and are involved in decisions regarding building safety, are informed of their rights and of their obligations, have clear reporting arrangements for building safety concerns, and a clear escalation process for all residents'. Since

July 2018 the GLA has required any landlord seeking GLA funding for estate regeneration projects which involve the demolition of any social homes (and the construction of 150 or more homes of any tenure) to show that residents have supported their proposals through a ballot. This is to make sure that GLA funding only supports estate regeneration projects if residents have a clear say in plans and support them going ahead.

Subject to Cabinet, next steps include exploring options for the future of the Large Panel System (LPS) blocks with all the residents affected.

### 3. Impact of the proposed change

**Important Note:** It is necessary to determine how each of the protected groups could be impacted by the proposed change. Who benefits and how (and who, therefore doesn't and why?) Summarise any positive impacts or benefits, any negative impacts and any neutral impacts and the evidence you have taken into account to reach this conclusion. Be aware that there may be positive, negative and neutral impacts within each characteristic.

Where an impact is unknown, state so. If there is insufficient information or evidence to reach a decision you will need to gather appropriate quantitative and qualitative information from a range of sources e.g. Croydon Observatory a useful source of information such as Borough Strategies and Plans, Borough and Ward Profiles, Joint Strategic Health Needs Assessments <http://www.croydonobservatory.org/> Other sources include performance monitoring reports, complaints, survey data, audit reports, inspection reports, national research and feedback gained through engagement with service users, voluntary and community organisations and contractors.

#### 3.1 Deciding whether the potential impact is positive or negative

- **Table 1 – Positive/Negative impact**

	<p>The Large Panel System (LPS) blocks are home to a wide range of residents, including families, aging residents, and a mix of backgrounds, needs and ethnicities. The data we hold about residents living in these blocks regarding protected characteristics is not complete and so it is not currently possible to paint an accurate picture of the extent to which residents share a protected characteristic.</p> <p>As the Council was about to begin a period of statutory consultation over the future of the three blocks at Regina Road, the Director of Housing wrote to all of the other LPS blocks to draw their attention to the Regina Road Cabinet report and to advise that resident meetings will be held during the early part of 2023 to discuss any concerns, to which all residents would be invited – four meetings have already taken place.</p> <p>Noticeboards are updated with contact details for key housing officers, ways to get involved, and who to talk to if there are problems.</p>
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Further meetings are being arranged and all are scheduled to be held by the end of October 2023.

We do not have any data currently which would tell us whether groups that share a protected characteristic (compared to non-protected groups have a better or worse experience of housing services).

We do have some data for a small percentage of our customers following an engagement exercise carried out in Summer 2021 but this exercise took place across the borough and is worth consideration in this analysis.

Although we do not hold information about the protected characteristics of residents in these blocks, what we do know in no uncertain terms is that the poor living conditions in the LPS blocks continue to impact on the quality of life for many residents living in these blocks. The impact of poor housing is well documented and evidence of this for some protected characteristics groups is provided in the section below.

(Statistics documenting protected characteristics in the borough of Croydon, and available information about our residents is documented in Appendix 1.)

It is anticipated that the overall impact of the proposal to either refurbish or redevelop the LPS blocks will improve the living conditions and their experience of Croydon housing services, for most if not all residents living there. The aim is for this improvement to be experienced by all residents, including those within protected characteristic groups.

The intensive and rigorous consultation process, which is required for a programme of this scale, will enable us to clarify the needs of the diverse group of residents living in these LPS blocks and is an opportunity to identify improvements that could be made. Listening to residents will help us to understand and address any equalities issues which arise during the consultation process. This EQIA will be updated to reflect this as engagement with residents gains pace.

		For each protected characteristic group show whether the impact of the proposed change on service users and/or staff is positive or negative by briefly outlining the nature of the impact in the appropriate column. If it is decided that analysis is not relevant to some groups, this should be recorded and explained. In all circumstances you should list the source of the evidence used to make this judgement where possible.		
Protected characteristic group(s)	Positive impact	Negative impact	Source of evidence	Data obtained to date through outreach
Age	<p>Residents of all ages should benefit from the proposed scheme as we would anticipate seeing a significant improvement in the quality of all residents' homes and their experience of our housing services. Other benefits will be documented as the consultation process is developed and implemented.</p> <p>Any decisions about the future of the LPS blocks will be shaped in consultation with residents and designed to provide better housing for them. Individual elements of the project will need to be assessed, predominantly through the planning process, as more detailed plans are developed to ensure they produce either positive or neutral effects on people with protected characteristics. The council will adhere to the George Floyd Race Matters Pledge and Equalities Pledge as the Council's standard in equalities.</p>	None anticipated.	No clear data to evidence positive or negative impact on age but feedback from an engagement exercise in 2021 shows that females were less happy with their overall experience as a tenant/leaseholder with 28% finding the service excellent/good compared with 34% of males. 38% of females reported their experience to be poor/very poor compared with 32% males. The (small) youngest group surveyed appeared to be the most satisfied and least dissatisfied and the mid-age range groups appeared to be slightly more dissatisfied. However, there didn't appear to be any clear conclusions to be drawn from this demographic breakdown, with satisfaction levels fluctuating across the age ranges.	<p>We have obtained the following data through outreach activity on the LPS blocks to date:</p> <p><b>None</b></p> <p><b>Data to be updated.</b></p>

	<p>The council will ensure that its engagement approach enables a wide and diverse range of tenants and leaseholders to be fully involved in the consultation process so that future changes on the LPS blocks embrace the needs of residents with of all ages.</p>			
Disability	<p>Residents with disabilities should benefit from the proposed scheme as we would anticipate seeing a significant improvement in the quality of all residents' homes and their experience of our housing services, including residents in need of adaptations as a result of a disability. Other benefits will be documented as the consultation process is developed and implemented.</p> <p>Any decisions about the future of the LPS blocks will be shaped in consultation with residents and designed to provide better housing for them. Individual elements of the project will need to be assessed, predominantly through the planning process, as more detailed plans are developed to ensure they produce either positive or neutral effects on people with protected characteristics. The council will adhere to the George Floyd Race Matters Pledge and Equalities Pledge as the Council's standard in equalities</p>	None anticipated.	<p>Ref 1) Housing for older and disabled people, <a href="#">Department for Levelling Up, Housing and Communities.</a></p> <p>Feedback from an engagement exercise in 2021 showed that satisfaction and dissatisfaction levels appear to be fairly consistent between those who did not state their day to day activities were limited because of a health problem or disability and those who did. The small 'unknown' group, who did not provide an answer to this question, showed greater dissatisfaction with their overall experience.</p>	<p>We have obtained the following data through outreach activity on the LPS blocks to date:</p> <p><b>None</b></p> <p><b>Data to be updated.</b></p>

	<p>The council will ensure that its engagement approach enables a wide and diverse range of tenants and leaseholders to be fully involved in the consultation process so that future changes on the LPS blocks embrace the needs of residents with disabilities.</p>			
Sex	<p>Residents should benefit from the proposed scheme regardless of their sex as we would anticipate seeing a significant improvement in the quality of all residents' homes and their experience of our housing services. Other benefits will be documented as the consultation process is developed and implemented.</p> <p>Any decisions about the future of the LPS blocks will be shaped in consultation with residents and designed to provide better housing for them. Individual elements of the project will need to be assessed, predominantly through the planning process, as more detailed plans are developed to ensure they produce either positive or neutral effects on people with protected characteristics. The council will adhere to the George Floyd Race Matters Pledge and Equalities</p>	None anticipated.	<p>Feedback from an engagement exercise in 2021 showed that females were less happy with their overall experience as a tenant/leaseholder with 28% finding the service excellent/good compared with 34% of males. 38% of females reported their experience to be poor/very poor compared with 32% males.</p>	<p>We have obtained the following data through outreach activity on the LPS blocks to date:</p> <p><b>None</b></p> <p><b>Data to be updated.</b></p>

	<p>Pledge as the Council's standard in equalities.</p> <p>The council will ensure that its engagement approach enables a wide and diverse range of tenants and leaseholders to be fully involved in the consultation process so that future changes on the LPS blocks embrace the needs of residents of any sex.</p>			
Gender Identity	<p>None anticipated. Any decisions about the future of the LPS blocks will be shaped in consultation with residents and designed to provide better housing for them. Individual elements of the project will need to be assessed, predominantly through the planning process, as more detailed plans are developed to ensure they produce either positive or neutral effects on people with protected characteristics. The council will adhere to the George Floyd Race Matters Pledge and Equalities Pledge as the Council's standard in equalities.</p> <p>The council will ensure that its engagement approach enables a wide and diverse range of tenants and leaseholders to be fully involved in the consultation process so that future changes on the LPS blocks embrace the needs of residents.</p>		No data to evidence positive or negative impact on gender reassignment	<p>Further data to be identified through ongoing outreach.</p> <p><b>Data to be updated.</b></p>



<p>Marriage or Civil Partnership</p>	<p>Residents should benefit from the proposed scheme regardless of marriage or civil partnership groups as we would anticipate seeing a significant improvement in the quality of all residents' homes and their experience of our housing services.</p> <p>Other benefits will be documented as the consultation process is developed and implemented.</p> <p>Any decisions about the future of the LPS blocks will be shaped in consultation with residents and designed to provide better housing for them. Individual elements of the project will need to be assessed, predominantly through the planning process, as more detailed plans are developed to ensure they produce either positive or neutral effects on people with protected characteristics. The council will adhere to the George Floyd Race Matters Pledge and Equalities Pledge as the Council's standard in equalities.</p> <p>The council will ensure that its engagement approach enables a wide and diverse range of tenants and leaseholders to be fully involved in the consultation process so that future changes on</p>	<p>None anticipated.</p>	<p>No data to evidence positive or negative impact on marriage or civil partnership.</p>	<p>Further data to be identified through ongoing outreach.</p>
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	the LPS blocks embrace the needs of residents.			
Religion or belief	<p>Residents should benefit from the proposed scheme regardless of their religion or belief group, as we would anticipate seeing a significant improvement in the quality of all residents' homes and their experience of our housing services.</p> <p>Any decisions about the future of the LPS blocks will be shaped in consultation with residents and designed to provide better housing for them. Individual elements of the project will need to be assessed, predominantly through the planning process, as more detailed plans are developed to ensure they produce either positive or neutral effects on people with protected characteristics. The council will adhere to the George Floyd Race Matters Pledge and Equalities Pledge as the Council's standard in equalities</p> <p>The council will ensure that its engagement approach enables a wide and diverse range of tenants and leaseholders to be fully involved in the consultation process so that future changes on the LPS blocks embrace the needs of residents.</p>	None anticipated.	Currently no data to evidence positive or negative impact on religion or belief groups.	<p><b>None</b></p> <p><b>Data to be updated.</b></p>

	Other benefits will be documented as the consultation process is developed and implemented.			
Race	<p>Residents should benefit from the proposed scheme regardless of their race, as we would anticipate seeing a significant improvement in the quality of all residents' homes and their experience of our housing services.</p> <p>Other benefits will be documented as the consultation process is developed and implemented.</p> <p>Any decisions about the future of the LPS blocks will be shaped in consultation with residents and designed to provide better housing for them. Individual elements of the project will need to be assessed, predominantly through the planning process, as more detailed plans are developed to ensure they produce either positive or neutral effects on people with protected characteristics. The council will adhere to the George Floyd Race Matters Pledge and Equalities Pledge as the Council's standard in equalities</p> <p>The council will ensure that its engagement approach enables a wide and diverse range of tenants and leaseholders to be fully involved in the consultation process so that future changes on</p>	None anticipated.	Feedback from an engagement exercise in 2021 showed that whilst around 35% of White, Asian and other groups rated their experience of housing services as excellent or good, this was true of only 25% of Black residents and less than 20% of those in the Mixed/Multiple ethnicity group. There was also increased dissatisfaction amongst Black, Mixed/Multiple and Other groups – all around 41%, 10 points higher than the White group at 31%. These figures relate to housing services in general. The ARK report, commissioned by the council following unacceptable living conditions of some of our tenants at Regina Road, investigated allegations of discrimination on race ground. The report published in May 2021 concluded that it did not find evidence of this allegation.	<p>We have obtained the following data through outreach activity on the LPS blocks to date:</p> <p><b>None</b></p> <p><b>Data to be updated.</b></p>

	the LPS blocks embrace the needs of residents.			
Sexual Orientation	<p>Residents should benefit from the proposed scheme regardless of their sexual orientation, as we would anticipate seeing a significant improvement in the quality of all residents' homes and their experience of our housing services.</p> <p>Other benefits will be documented as the consultation process is developed and implemented.</p> <p>Any decisions about the future of the LPS blocks will be shaped in consultation with residents and designed to provide better housing for them. Individual elements of the project will need to be assessed, predominantly through the planning process, as more detailed plans are developed to ensure they produce either positive or neutral effects on people with protected characteristics. The council will adhere to the George Floyd Race Matters Pledge and Equalities Pledge as the Council's standard in equalities</p> <p>The council will ensure that its engagement approach enables a wide and diverse range of tenants and leaseholders to be fully involved in the consultation</p>	None anticipated.	No clear data to evidence positive or negative impact on sexual orientation but feedback from an engagement exercise in 2021 shows that females were less happy with their overall experience as a tenant/leaseholder with 28% finding the service excellent/good compared with 34% of males. 38% of females reported their experience to be poor/very poor compared with 32% males. The (small) youngest group surveyed appeared to be the most satisfied and least dissatisfied and the mid-age range groups appeared to be slightly more dissatisfied. However, there didn't appear to be any clear conclusions to be drawn from this demographic breakdown, with satisfaction levels fluctuating across the age ranges.	<p>We have obtained the following data through outreach activity on the LPS blocks to date:</p> <p><b>None</b></p> <p><b>Data to be updated.</b></p>

	<p>process so that future changes on the LPS blocks embrace the needs of residents.</p>			
Pregnancy and Maternity	<p>Residents who are pregnant or those on maternity leave should benefit from the proposed scheme as we would anticipate seeing a significant improvement in the quality of all residents' homes and their experience of our housing services.</p> <p>Other benefits will be documented as the consultation process is developed and implemented.</p> <p>Any decisions about the future of the LPS blocks will be shaped in consultation with residents and designed to provide better housing for them. Individual elements of the project will need to be assessed, predominantly through the planning process, as more detailed plans are developed to ensure they produce either positive or neutral effects on people with protected characteristics. The council will adhere to the George Floyd Race Matters Pledge and Equalities Pledge as the Council's standard in equalities.</p> <p>The council will ensure that its engagement approach enables a wide and diverse range of tenants and leaseholders to be fully involved in the consultation.</p>	None anticipated.	Currently no data to evidence positive or negative impact on residents who are pregnant or those on maternity leave.	<p><b>None</b></p> <p><b>Data to be updated.</b></p>

Delivering Social Value	<p>Once the future of LPS blocks is determined through consultation with residents, the council would work to ensure social value provided by contractors helps more people into work This will assist the more socially excluded in our community to become financially stable thereby reducing social isolation etc.</p> <p>Opportunities for work experience, training, and jobs will be offered to local residents through the social value aspect of any refurbishment or redevelopment scheme.</p>	<p>None. The council will explore opportunities for local residents, including work experience, training and job opportunities. The council will encourage the successful contractor to adhere to and sign up to the George Floyd Race Matters Pledge and Equalities Pledge as the Council's standard in equalities. This commitment to delivering social value supports the council's <a href="#">Community Sector strategy 2019-2023</a> and the <a href="#">Equality Strategy for Croydon 2020-2024</a> to help Croydon become a more equal place through by tackling poverty, gaps in equality and inequality</p>	<p>Social value element of any refurbishment or redevelopment scheme. contract will ensure these benefits are delivered.</p>	<p>Ref 1) Housing for older and disabled people, <a href="#">Department for Levelling Up, Housing and Communities</a>.</p> <p>Feedback from an engagement exercise in 2021 showed that satisfaction and dissatisfaction levels appear to be fairly consistent between those who did not state their day to day activities were limited because of a health problem or disability and those who did. The small 'unknown' group, who did not provide an answer to this question, showed greater dissatisfaction with their overall experience.</p>
		<p><b>Important note:</b> You must act to eliminate any potential negative impact which, if it occurred would breach the Equality Act 2010. In some situations this could mean abandoning your proposed change as you may not be able to take action to mitigate all negative impacts.</p>		

When you act to reduce any negative impact or maximise any positive impact, you must ensure that this does not create a negative impact on service users and/or staff belonging to groups that share protected characteristics.  
**Please use table 4 to record actions that will be taken to remove or minimise any potential negative impact**

### 3.2 Additional information needed to determine impact of proposed change

**Table 2 – Additional information needed to determine impact of proposed change**

If you need to undertake further research and data gathering to help determine the likely impact of the proposed change, outline the information needed in this table. Please use the table below to describe any consultation with stakeholders and summarise how it has influenced the proposed change. Please attach evidence or provide link to appropriate data or reports:

Additional information needed and or Consultation Findings	Information source	Date for completion
<ul style="list-style-type: none"> <li>Review data we hold about the protected characteristics of our customers at LPS blocks cross-departmentally.</li> <li><del>Update 14 March 2023: Privacy statements were prepared and approved to request information about protected characteristics and this has been built into the resident engagement plan as the project progresses. Although we have been able to collect some equalities information and protected characteristics, as detailed in the breakdown in the next page, we will need to continue to collect information through additional engagement opportunities, such as the housing needs assessment.</del></li> </ul>	Social care services, major adaptations team, tenancy services, allocations, outreach team	Ongoing
<ul style="list-style-type: none"> <li>Review how and what information will be collected once new IT system is implemented to enable us to analyse customer satisfaction levels across protected characteristics.  <b>Update 14 March 2023:</b> Reviewing collection of protected characteristics and equalities information as part of preparation for rollout of Housing Online (NEC)</li> </ul>	NEC project documentation	May 2023
<ul style="list-style-type: none"> <li>Consider how to analyse customer satisfaction by protected characteristics as part of ongoing contract monitoring.  <b>Update 14 March 2023:</b> Once the contractors have been formally announced, they will be asked to formally sign up to the George Floyd Race Matters Pledge and Equalities Pledge as the council's standard in equalities. The same applies to the council's support of the Stop Social Housing Stigma Campaign and the Residents' Charter, which was formally adopted in December 2022.</li> </ul>	Procurement development best practice, 2022 Equalities Pledge	During mobilization Date

<ul style="list-style-type: none"><li>• Recruitment is underway to recruit a diverse group of residents to be involved in monitoring the performance of the new contractors once in place so we can monitor whether all residents are equally able to access services.</li></ul>		
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For guidance and support with consultation and engagement visit <https://intranet.croydon.gov.uk/working-croydon/communications/consultation-and-engagement/starting-engagement-or-consultation>



### 3.3 Impact scores

#### Example

If we are going to reduce parking provision in a particular location, officers will need to assess the equality impact as follows;

1. Determine the Likelihood of impact. You can do this by using the key in table 5 as a guide, for the purpose of this example, the likelihood of impact score is 2 (likely to impact)
2. Determine the Severity of impact. You can do this by using the key in table 5 as a guide, for the purpose of this example, the severity of impact score is also 2 (likely to impact )
3. Calculate the equality impact score using table 4 below and the formula **Likelihood x Severity** and record it in table 5, for the purpose of this example - **Likelihood (2) x Severity (2) = 4**

Table 4 – Equality Impact Score

<b>Severity of Impact</b>	3	3	6	9
	2	2	4	6
	1	1	2	3
		1	2	3
	<b>Likelihood of Impact</b>			

#### Key

Risk Index	Risk Magnitude
6 – 9	High
3 – 5	Medium
1 – 3	Low

**Table 3 – Impact scores**

<p><b>Column 1</b></p> <p><b>PROTECTED GROUP</b></p>	<p><b>Column 2</b></p> <p><b>LIKELIHOOD OF IMPACT SCORE</b></p> <p>Use the key below to <b>score</b> the <b>likelihood</b> of the proposed change impacting each of the protected groups, by inserting either 1, 2, or 3 against each protected group.</p> <p><b>1 = Unlikely to impact</b> <b>2 = Likely to impact</b> <b>3 = Certain to impact</b></p>	<p><b>Column 3</b></p> <p><b>SEVERITY OF IMPACT SCORE</b></p> <p>Use the key below to <b>score</b> the <b>severity</b> of impact of the proposed change on each of the protected groups, by inserting either 1, 2, or 3 against each protected group.</p> <p><b>1 = Unlikely to impact</b> <b>2 = Likely to impact</b> <b>3 = Certain to impact</b></p>	<p><b>Column 4</b></p> <p><b>EQUALITY IMPACT SCORE</b></p> <p>Calculate the <b>equality impact score</b> for each protected group by multiplying scores in column 2 by scores in column 3. Enter the results below against each protected group.</p> <p><b>Equality impact score = likelihood of impact score x severity of impact score.</b></p>
Age	3	1	3
Disability	3	1	3
Gender	3	1	3
Gender reassignment	2	1	2
Marriage / Civil Partnership	3	1	3
Race	3	1	3
Religion or belief	3	1	3
Sexual Orientation	2	1	2
Pregnancy or Maternity	2	1	2

## 4. Statutory duties

### 4.1 Public Sector Duties

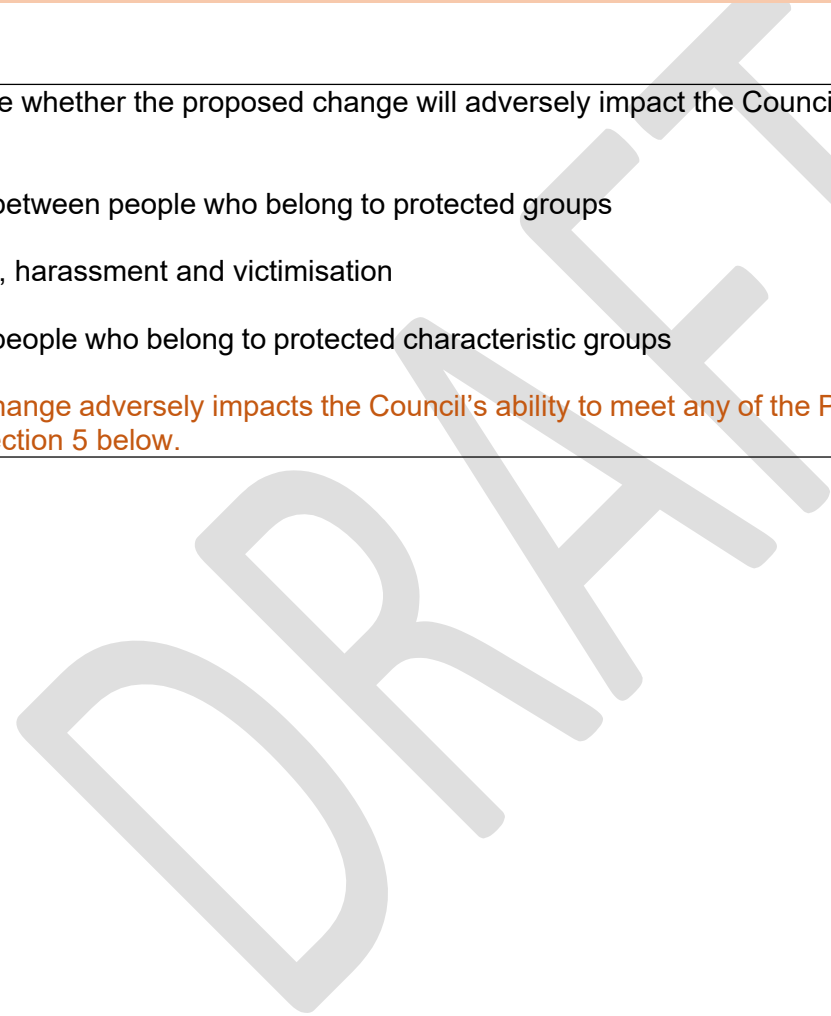
Tick the relevant box(es) to indicate whether the proposed change will adversely impact the Council's ability to meet any of the Public Sector Duties in the Equality Act 2010 set out below.

Advancing equality of opportunity between people who belong to protected groups

Eliminating unlawful discrimination, harassment and victimisation

Fostering good relations between people who belong to protected characteristic groups

**Important note:** If the proposed change adversely impacts the Council's ability to meet any of the Public Sector Duties set out above, mitigating actions must be outlined in the Action Plan in section 5 below.



**5. Action Plan to mitigate negative impacts of proposed change**

**Important note:** Describe what alternatives have been considered and/or what actions will be taken to remove or minimise any potential negative impact identified in Table 1. Attach evidence or provide link to appropriate data, reports, etc:

**Table 4 – Action Plan to mitigate negative impacts**

Complete this table to show any negative impacts identified for service users and/or staff from protected groups, and planned actions mitigate them.

Protected characteristic	Negative impact	Mitigating action(s)	Action owner	Date for completion
Disability	None anticipated			
Race	None anticipated			
Sex (gender)	None anticipated			
Gender reassignment	None anticipated			
Sexual orientation	None anticipated			
Age	None anticipated			
Religion or belief	None anticipated			
Pregnancy or maternity	None anticipated			
Marriage/civil partnership	None anticipated			

**6. Decision on the proposed change**

Based on the information outlined in this Equality Analysis enter **X** in column 3 (**Conclusion**) alongside the relevant statement to show your conclusion.

Decision	Definition	Conclusion - Mark 'X' below

No major change	Our analysis demonstrates that the policy is robust. The evidence shows no potential for discrimination and we have taken all opportunities to advance equality and foster good relations, subject to continuing monitoring and review. <b>If you reach this conclusion, state your reasons and briefly outline the evidence used to support your decision.</b> Engaging with residents about the options for the future of LPS blocks is an opportunity to ensure that homes for those living on these sites are fit for purpose and provide equal and equally accessible housing provision and services across all protected characteristics. The consultation has been an opportunity to make significant enhancements in these areas where provision is currently lacking. We have facilitated consultation in a variety of methods (online, face to face, independent advisors) so that all residents are able to contribute. We have also offered to provide consultation materials in different formats or languages if required.	Yes
Adjust the proposed change	We will take steps to lessen the impact of the proposed change should it adversely impact the Council's ability to meet any of the Public Sector Duties set out under section 4 above, remove barriers or better promote equality. We are going to take action to ensure these opportunities are realised. <b>If you reach this conclusion, you must outline the actions you will take in Action Plan in section 5 of the Equality Analysis form</b>	No
Continue the proposed change	We will adopt or continue with the change, despite potential for adverse impact or opportunities to lessen the impact of discrimination, harassment or victimisation and better advance equality and foster good relations between groups through the change. However, we are not planning to implement them as we are satisfied that our project will not lead to unlawful discrimination and there are justifiable reasons to continue as planned. <b>If you reach this conclusion, you should clearly set out the justifications for doing this and it must be in line with the duty to have due regard and how you reached this decision.</b>	No
Stop or amend the proposed change	Our change would have adverse effects on one or more protected groups that are not justified and cannot be mitigated. Our proposed change must be stopped or amended.	No
Will this decision be considered at a scheduled meeting? e.g. Contracts and Commissioning Board (CCB) / Cabinet		Meeting title: Date:

**7. Sign-Off**

<b>Officers that must approve this decision</b>		
<b>Equalities Lead</b>	<b>Name: John Mukungunugwa</b>	<b>Date: 08/06/2023</b>
	<b>Position: Senior Interim Equalities Officer</b>	
<b>Director</b>	<b>Name:</b>	<b>Date:</b>
	<b>Position:</b>	

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**Appendix 1**

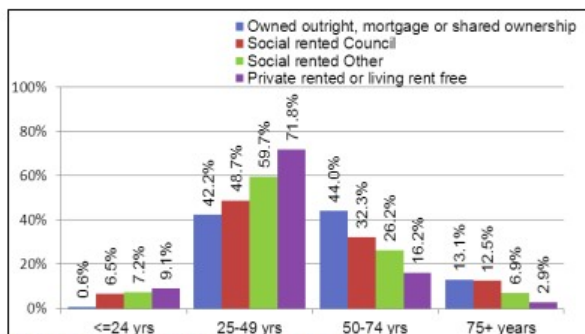
Croydon Council has a social housing stock of approximately 13,500 properties (61% flats, 39% street properties). In addition, there are also approximately 2,500 leaseholders. The information we hold about our residents in relation to protected characteristics is incomplete. Whilst we have insight into the age, sex and race / ethnicity of our tenants and leaseholders, information in relation to disability, sexual orientation and other protected characteristics is not available to us. Therefore, we need to draw on data that is available via Croydon Observatory to draw some conclusions about the profile of residents living in our homes.

**Age**

We know the age of 95% of our customers (13607/14345). The majority of the missing 5% are tenancies held for many years (going back to early 1970's) so are most likely to be older/elderly. We know that 4.4% are aged between are 20-29, 15.6% are 30-39, 19.4% 40-49

<b>Age</b>	20-29	30-39	40-49	50-59	60-69	70-79	80+
<b>%</b>	4.4%	15.6%	19.4%	25.0%	17.7%	10.8%	7.1%

Figure 1 - Tenure type by age bands in Croydon in 2011



Source: ONS, Census 2011, Table DC4201EW

Figure 1 - Tenure type by age bands in Croydon in 2011 Source: ONS, Census 2011, Table DC4201EW.

## Race

We know the ethnicity of 78.3% of our customers (11236/14345). Again, where there are gaps, these are for the longer held tenancies.

Ethnicity	Asian	Black	Mixed/multiple	White	Other
%	9.2%	37.9%	4.2%	46.2%	2.5%

The Croydon population continues to grow from long-term international migration and 34.6% of the population is made up of non-UK born residents according to ONS 2020 estimates. Croydon has a higher proportion of residents from Asian/Asian British, mixed or multiple ethnic groups, Black/African/Caribbean/Black British and other ethnic groups compared to the national average. proportion of Asian and Black residents in Croydon has been increasing since the 2011 Census. The proportion of White population was predicted to decrease by almost 10% by 2021. Source: GLA 2016 Housing-led projections by ethnicity.

## Gender

Records are held for 14343/14345 = 99.99% of our customers as follows:

Female	67.0%
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Male	33.0%
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### Disability

We hold disability information for housing applicants and for council tenants but much of this data is held in “free text” fields making it difficult to analyse and is not easily extractable from our housing tenant database. Currently we This figure accounts for just 5% of our customers. Looking to other data for insight there is not one comprehensive figure that can give a true picture of the total number of people with a disability in Croydon. The 2011 Census figures showed that 14.1% of the population in Croydon had their day-to-day activities limited to some extent by a long-term health problem or disability. 22,493 people had their day-to-day activities limited a lot, whilst 28,134 had their day-to-day activities limited a little.

We know that since 2008, our major adaptations team in housing have carried out 1556 adaptations to council properties. On top of that figure would be any level access showers installed via the decent homes program, plus any adaptations carried out before 2008.

### Social value

According to the borough profile 2018 Croydon is the bottom third (220th most deprived authority out of 336 district authorities) for the Education, skills and training domain. Social housing is often associated with the council’s more deprived residents, so social value can provide key benefits to this group of residents in a number of ways, including: employment opportunities for local and disadvantage people, improved skills for local people or those facing barriers to employment and improved employability of young people.

### Deprivation

There remains geographic inequality in the distribution of deprivation in the borough with the North and East of the borough remaining more deprived than the South. Ref [Borough Profile \(croydonobservatory.org\)](http://croydonobservatory.org) Dec 2021 81% of Council owned homes are in areas identified with high levels of social deprivation, (Indices of Multiple Deprivation Decile 1-3). Four Places have large concentrations of social deprivation. These are in Addington, Broad Green & Selhurst, Shirley, and Waddon.

### Sexuality

We have significant gaps in our data concerning sexual orientation in respect of council tenants, housing applicants and homeless households. Equality and Human Rights Commission guidance on this protected characteristic is to collect it where relevant, ONS produced its Integrated Household Survey for the calendar year of 2014 with its mid-year population estimates. By applying the London average to the Croydon population it was estimated that there were about 9,800 people in Croydon who would have identified as being gay, lesbian or bisexual.



### **Social deprivation**

81% of Council owned homes are in areas identified with high levels of social deprivation, (Indices of Multiple Deprivation Decile 1-3). Four Places have large concentrations of social deprivation. These are in Addington, Broad Green & Selhurst, Shirley, and Waddon. According to the borough profile 2018 Croydon is the bottom third (220th most deprived authority out of 336 district authorities) for the Education, skills and training domain.

### **Working adults**

Based on the ONS annual population survey for the calendar year 2020, only 5.0% of Croydon's resident population aged 16-64 years had no qualification. Adults from a White ethnic background in Croydon in the 2011 Census were more likely to have no qualifications than adults from any other ethnic background. Over a half (51.4%) of the residents from the Asian community had level 3 and level 4 qualifications which was the highest proportion compared to the other ethnic communities.

### **Housing**

According to the 2011 Census, 60% of all Croydon 145,000 households were owner occupied, 20% were private rented and 18% were households living in social housing. Social housing in Croydon is mainly concentrated in the northern parts and the eastern edge of the borough. Census 2011 showed that in the east, the former wards of Fieldway, (now New Addington North), and New Addington, (now New Addington South), had the highest proportions of social housing (council homes and other) with 60.6% and 42.2% respectively

### **Gender identity**

We have significant gaps in our data concerning gender reassignment; however, recent improvements in our data collection methods will address this gap over time, however we will only collect this data where relevant to service delivery.

### **Language**

The Census 2011 showed that 14.5% of people in Croydon had a language other than English recorded as their main language. The majority could speak English well but around 1 in 6 of this group (17.2%) amounting to 2.5% of the total Croydon population at the time could not speak English well or at all. Residents are able to request that information is provided in different formats or alternative languages to ensure that that they are able to understand information relating to the consultation. This provision will continue through the project and will be especially important in the event of a resident ballot.

### **Sexual orientation**

We have significant gaps in our data concerning sexual orientation in respect of council tenants, housing applicants and homeless households. Census data provides an good estimate of the diversity of religious belief in Croydon.

### **Marital status**

We do not hold marital status data for around one in three council tenants.

DRAFT

## LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	<b>CABINET</b>
<b>DATE OF DECISION</b>	<b>25 October 2023</b>
<b>REPORT TITLE:</b>	<b>Update on the Housing Transformation Programme</b>
<b>CORPORATE DIRECTOR / DIRECTOR:</b>	<b>Susmita Sen, Corporate Director of Housing</b>
<b>LEAD OFFICER:</b>	<b>Lara Ashley, Housing Transformation Lead</b>
<b>LEAD MEMBER:</b>	<b>Councillor Lynne Hale, Cabinet Member for Homes</b>
<b>Key Decision?</b>	<b>NO</b>
<b>CONTAINS EXEMPT INFORMATION?</b>	<b>NO</b>
<b>WARDS AFFECTED:</b>	<b>All</b>

### 1 SUMMARY OF REPORT

- 1.1 This report provides an update on the Housing Transformation Programme following the last quarterly update to Cabinet in July 2023.
- 1.2 The breadth of work within the Housing Transformation Programme has continued to progress since the previous update, with 31 projects currently live and 14 projects closed following completion.
- 1.3 This paper details the progress to date on all of the live projects, according to each workstream.

### 2 RECOMMENDATIONS

For the reasons set out in the report [and its appendices], the Executive Mayor in Cabinet is recommended:

- 2.1 To note the progress since July 2023 on the Housing Transformation Programme.

### 3 REASONS FOR RECOMMENDATIONS

- 3.1 To provide the Executive Mayor and his Cabinet with oversight of the Council's Housing Transformation Programme.
- 3.2 To improve governance and transparency around decision-making.
- 3.3 To provide public information regarding transformation of the authority's housing related activities and practices to meet its best value duty.

#### **4 BACKGROUND AND DETAILS**

- 4.1 In March 2021, an ITV media show exposed the living conditions endured by residents of the Regina Road Estate in South Norwood, who were residing in social housing properties owned by the London Borough of Croydon (LBC).
- 4.2 Subsequently, LBC commissioned a diagnostic report to investigate the underlying issues and failings that led to these poor conditions. Simultaneously, the Council made a self-referral to the Regulator for Social Housing (RSH) for breaching the consumer standards.
- 4.3 In May 2021, LBC was served a regulatory notice by the Regulator for Social Housing for breaching both the Tenant Involvement and Empowerment Standard and the Home Standard.
- 4.4 In response to these regulatory challenges and the pressing need for comprehensive improvements, the Housing Transformation Programme was created. This programme has been developed to transform the services provided by the Housing Directorate to our residents and provide a roadmap of the return to Compliance to the Regulator for Social Housing.
- 4.5 The Housing Transformation Programme is a multi-year initiative, expected to span three to five years, delivered in phases, with ongoing project evolution and workstream refinement as it progresses to ensure a sustainable and lasting transformation of the Croydon's housing services.
- 4.6 Cabinet noted and approved the programme in December 2022, following its strengthening to address previous criticisms. The progress of the programme is to be noted quarterly and was previously noted at July 2023 Cabinet.
- 4.7 In total there are 8 workstreams and 72 projects that make up the programme, with an additional 5 projects having been added since the previous update. The programme workstreams and projects therein are shown in Appendix 1.
- 4.8 Projects with high impact such as Regina Road and the repair re-procurement are brought to Cabinet via the normal processes, whilst also receiving scrutiny from the Housing Improvement Board and, when applicable, the Regulator of Social Housing (as appropriate).

- 4.9** The Transformation Steering Board continues to run monthly. Significant projects such as Regina Road and the Housing Needs workstream have additional steering boards to oversee their progress and decision-making.
- 4.10** There have been a number of key achievements since the most recent update on the programme in July 2023.
- Voluntary Undertaking: The Council has submitted their voluntary undertaking to the Regulator for Social Housing. This document sets out a detailed plan to address compliance recovery which form part of the transformation programme.
  - 1.3 Development of new Housing Strategy 2023- 2028: A seven-week consultation and focused engagement sessions including a presentation the Tenant & Leaseholder panel have been completed. Focus groups were also held with residents and partners, housing associations and private rented sector landlords. The Strategy will now go to December Cabinet for approval.
  - 1.5 Changes to Leadership Team: The Directorate has established a new senior leadership structure, with a number of Director posts currently advertised. Permanent recruitment is key in strengthening and improving the capacity of the leadership team to ensure that transformational improvements are effectively driven.
  - 3.2 Resident Engagement Strategy: The Directorate continues to engage with tenant involvement specialists, TPAS, to further develop the strategy, with an action plan currently under development. The strategy is due to come to December Cabinet for approval.
  - 3.8 Customer Learning & Review of Process: A new Customer Insight Manager has been recruited to address the approach to and backlog of complaints. The Manager has engaged with the new contractors and defined a process for addressing complaints with them. The legacy complaints are being addressed actively.
  - 3.15 NEC Migration: The implementation of customer interface and asset management system (NEC) has enabled transformation of data collection and replaces previous disparate systems. NEC is in the final stages of data and system reconciliation. Housing online is now live and residents are able to access the online portal. Change management workshops have been held (and will continue to be held) to address change in processes and behaviours required as a result of the new system.
  - 4.1 Regina Road Phase 1: Phase 1 of the delivery programme for Regina Road is underway. Voids are being used to decant properties, with the preferred timeline remaining a start on site during December 2024.
  - 4.3 Asset Management Strategy: The stock condition survey has delivered 23% of surveys by the end of September 2023. This work is key in underpinning the HRA business plan and asset management strategy which is currently being developed. The strategy is due for approval at March 2024 Cabinet.
  - 6.1 Repairs Contract Re-Procurement: Three new contractors have been successfully mobilised and are now providing our repairs. The three contractors are Mears (providing repairs, maintenance and empty property works to homes in

New Addington, Fieldway, Shrublands and Monks Hill), Wates (providing repairs maintenance and empty property works to all other council homes across Croydon) and K & T Heating (providing heating services, including boiler repairs and servicing to all council homes). Wates are also providing our out-of-hours emergency repairs service. A new Contract Management Hub has also been established and a Social Value officer is working to ensure that social value commitments made through tendering are delivered appropriately.

- 6.2 Repairs Contact Centre: The repairs contact centre has now been brought in-house and successfully launched to give the council a more direct, responsive relationship with tenants. The data so far suggests that it has been working well with 80% of calls answered within 20 seconds. The out of hours provision is also live and working well.
- 6.6 Review of Policies and Procedures: A number of policies are in development, with the tenancy management, void management, and decant policies having been drafted.
- 8.1 Housing Needs Restructure: The Housing Needs and Homelessness restructure has gone live and staff are being supported across the directorate to embed the structure. The restructure has been designed to ensure the service is more proactive and focused on early intervention.
- 8.4 Homelessness Prevention and Rough Sleeping Strategy: The Homelessness Review as a prerequisite to the development of the strategy is underway, with an initial draft completed. Work to develop the consultation approach is well underway, with external consultation expected to start in September 2023. The strategy aims to provide strategic direction to the homelessness service including the establishment of joint-working protocols with internal and external partners. A review of rough sleeping pathway and submission of Ending Rough Sleeping plan to DLUHC has also been completed and expertise has been commissioned to conduct a review of Rough Sleeping Initiative funding.

**4.11** A total of 31 projects across all of the 8 workstreams are now live.

**4.12** The progress to date for each workstream is detailed below. RAG-ratings have been provided for each of the projects in the left-hand column. Red indicates that the project is not on track and requires an immediate intervention to plan to return to committed deadlines. Amber indicates that the project is not on track but does have a plan to ensure it delivers the agreed outcomes by committed deadlines. Green indicates that the project is on track to deliver the agreed outcomes by committed deadlines. Please note that the projects are constantly progressing and may change in RAG status from the point of report submission to Cabinet meeting.

#### Vision, Direction & Transformation Plan for Housing Directorate

<b>1.3 Housing Strategy</b>	The Housing Strategy has been developed and consulted on via an online survey, presentation to the Tenant & Leaseholder panel. Focus groups were also held with residents and partners, housing associations and private rented sector landlords. The strategy has
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	been amended following consultation and will go to December Cabinet.
1.5 High level re-structure and recruitment	Recruitment for the high-level senior management positions has begun, with three senior Director posts having now entered the recruitment process.

## Governance & Information Management

2.1 Revised Performance Framework and Business Intelligence	The draft KPI dashboard was shared at the August Performance & Risk Housing Improvement Board session. This framework will set out clear measures of performance for service areas and enable appropriate objective setting for staff, projects and initiatives, with a focus on customer services.
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## Customer Excellence

3.2 Resident Engagement Strategy	The Resident Engagement Strategy will set out how residents will be engaged in decision-making, information-sharing and consultation. The Directorate continues to work with TPAS to develop the strategy further. An action plan is being developed following completion of the self-assessment exercise. Once the paper has been developed following completion of discovery and design stages, it will be reviewed by a wider group of residents. The strategy is due to be presented to Cabinet in December.
3.4 Customer Information review	The customer information review continues to progress, with a Tenancy Audit process in NEC underway and work to implement the action plan. A new project has been created to determine that changes to data collection are instigated. The project has been extended to November 2023 to ensure it feeds into the new operating model. The review aims to evaluate the information captured for customers, profiling customer information, ensuring characteristics are used to inform communication channels and service delivery.
3.5 Customer journey review	The project intends to co-review our resident's pathways through housing services to create and inform a new operating model and deliver a fit-for-purpose website. All discovery workshops and interviews have been completed. These sessions have been conducted to gain a holistic understanding of the problem and needs of users. Feedback sessions have taken place including identification of top problems. Clarification with problems identified in correlation with contact centre information is to take place.

3.7 Customer Service Training	A customer care training provider has now been selected and will shortly enter design phase. Once delivered training will transform customer interactions through a programme of training focused on behaviour and creating a positive customer experience.
3.8 Customer Learning & review of process	Our new customer insight manager is continuing the work on our backlogs and ways of working and is looking to address inefficiencies. They have identified the key areas to inform an action plan, including new contractors picking up legacy works, new staff training, new processes.
3.9 “Stop Social Housing Stigma” Campaign	The project aims to confront and dispel negative stereotypes about tenants, ensuring equitable access to housing services for all residents and fulfilling the commitment outlined in the Resident's Charter to ensure respectful treatment of residents. Organisers of the campaign are in the process of setting out their offer to invite organisations to take part in the pilot scheme they are rolling out. The Tenant & Leaseholder Panel (TLP) chair and committee member of SSHS, has provided updates that progress is being made with regards to a formal offer.
3.10 Review of Consumer standards	LBC have submitted their voluntary undertaking following a number of conversations with RSH. An action plan is currently being developed in response to an overall audit of the consumer standards. Work is also underway to assess and undertake a gap analysis against proposed new consumer standards to demonstrate an understanding of the evidence required for the regulator.
3.12 Know our Neighbourhoods programme & Estate Inspections	Since June 2023 the Housing Directorate have been working with Sustainable Communities to develop a ground maintenance service level agreement, to improve the delivery of services to residents. Following agreement with the Caretaking Task and Finish group, Housemark estate services photobook procurement has commenced. Tenants will take part in agreeing pictorial standards to assist in improving cleaning standards. Testing also took place over July for estate template including property structure, users and grading.
3.16 NEC Post Go-Live Product Development	This project intends to ensure successful development and adoption of the NEC system following it going live in June 2023. NEC is currently scoping phase 2 of mobilisation which establishes additional functionality and improvement to processes. Workshops have been held to embed consistent practices for using NEC and responsibilities for specific stages in business processes and handover between services has been clearly defined. Support has also been provided in the initial stages of the Repairs Mobilisation



	project. Housing online is now live and residents are able to access their online rent accounts via the online portal.
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## Long-term Homes & Neighbourhood Planning

4.1 Resolution programme for Regina Road.	This project addresses the existing inadequate conditions at the Regina Road estate, where three aging tower blocks require substantial improvements to meet the standards of contemporary social housing in the 21st century. Phase 1 is currently being redesigned to consider the north side of Regina Road as a better site. Voids are being used to decant properties, with the preferred timeline remaining a start on site at Regina Road during December 2024.
4.2 Resolution programme for LPS blocks	This programme addresses the future of the ageing LPS tower blocks across the Borough where action is needed to ensure modern social housing fit for the 21st century. This excludes 1-87 Regina which is being decanted for demolition. Engagement sessions have been held with all LPS blocks. Attendance has been variable from no attendance on 1 block up to about 25% attendance on others. The Stage 1 structural investigation report is due in early October and the final structural appraisal report anticipated in Summer 2024. Various surveys are required over the coming year to gather more information to support the Building Safety Act. Residents who attended the resident engagement sessions will have been informed that surveys are planned and that we will inform them prior. An update paper on LPS will be coming to October Cabinet.
4.3 Development of Asset Management Strategy	The Strategy will detail the long-term plan for the management of Council stock (as part of a five-year rolling programme) and link in with clear financial planning. A review of stock data is taking place and is due to complete a minimum of 33% of surveys by the end of December. This information is also being triangulated with repairs surveys. The strategy is due at Cabinet in March 2024.
4.4 Estates and Improvement restructure	Initial design conversations are underway. Purpose of this restructure is to redesign the way in which the Housing Assets are managed, repaired, invested in and meet all applicable compliance standards. A new director post for this area has gone out to advert. This restructure will be aligned to the restructure occurring in landlord services.

## Asset Compliance

<p>5.1 Compliance plan for Fire Safety Act 2021</p>	<p>Initial responses and arrangements are in place against all the requirements. Our information and arrangements are being developed over the coming months, with the target to have met all requirements by the end of January 2024. Examples of this are improving building floor and block drawing plans, re-sending safety information to residents, collecting more detailed external wall information through surveys required under the Building Safety Act.</p>
<p>5.2 Compliance plan for Building Safety Act</p>	<p>A project has been scoped which includes structural surveys and retrospective fire strategies. There is also a continuation of assistance being provided to the Fire Safety team to audit the contents of premises information boxes and provide suitable building and floor plans. We are well prepared for registering all high-risk buildings at the end of September and inputting key building information into the Regulator's portal by the end of October 2023. We are in the process of procuring a number of services to support us to meet requirement of the Building Safety Act including fire engineering, structural and safety case expertise.</p>

## Maintaining our Homes

<p>6.1 Repairs re-procurement / mobilisation</p>	<p>The new contracts were successfully mobilised on the 1st August, with three new contractors now providing repairs. Mears are providing repairs, maintenance and empty property works to homes in New Addington, Fieldway, Shrublands and Monks Hill. Wates are providing repairs maintenance and empty property works to all other council homes across Croydon. Wates are also providing our out of hours service. K&amp;T Heating are providing heating services, including boiler repairs and servicing, to all council homes.</p> <p>All contractors have now been integrated with our NEC system. Works has begun on creating an NEC repair finder with interfinder to be implemented in phase 2 of the NEC project.</p>
<p>6.2 Repairs Contact Centre</p>	<p>LBC's in-house repairs contact centre went live on the 1<sup>st</sup> August 2023. The launch has so far been successful, with the volume of calls being taken, at a much higher level than had been anticipated. Creating this direct and more effective communication channel will enable LBC to own initial relationships between customers and the repairs service.</p>
<p>6.3 Repairs restructure and</p>	<p>The project is closely aligned with the Repairs Mobilisation and includes the resourcing of contract management skills to ensure</p>

behaviour change programme	effective repairs mobilisation as well as the re-engineering of practices to support better customer delivery. This project aims to ensure an effective, motivated and skilled workforce which can manage the new repairs contracts and deliver our capital and asset management programmes.
6.4 Voids transformation	Work on voids transformation is progressing at pace and aims to clear the backlog of voids, reduce key to key void time and improve the quality of the service. A Voids Resident Satisfaction Survey has been developed and has had good levels of response. The review of the lettable standard is now in design, with the voids lettable standard to be finalised as a result. Continuous monitoring is being undertaken to ensure that our new processes, as part of the disrepair transformation project, are working correctly. The service is looking at preventative measures to stop repairs turning into disrepairs and a new payment system has been implemented to ensure all payments to external solicitors and joint experts are completed on time. Additionally, the service has implemented a new process of works to prioritise breach claims and a create new master control sheet to be shared with key stakeholders.
6.5 Disrepair transformation	A Paper has been written to inform the corporate management team of the issues around disrepair, including the work being undertaken to improve the service and minimise new claims, which will be submitted soon. The actions from the recent Housing Disrepairs internal audit are being worked through. A Disrepair Surveyor Apprentice is due to be recruited in October 2023.
6.6 Review of policies, procedures, business processes and customer journeys	Policy writing is underway, with a number of policies drafted and awaiting further sign off. These include the decant, tenant management and void management policies. Key policies that impact service delivery to residents will be consulted appropriately.
6.7 Review of Capital Delivery Contract	A tender was issued in mid-May 2023 but did not attract enough interest. The scope is being revisited following soft-market testing which will be conducted via the Procurement Team. Following this the tender will be re-issued.
6.8 Targeted Approach to Damp and Mould	An initial draft of a technology led approach to damp and mould has been submitted to the senior leadership team for consideration. Damp and Mould interventions are now being delivered by the new contractors and migration to NEC is now completed. A data cleanse has also been completed.

## People & Organisational Development

7.2 Enabling high performing teams and setting behavioural expectations	A competency model has been created, setting out clear behavioural expectations and will be linked with succession planning, recruitment and recognition. The model has been used in recent recruitment exercises and may potentially be used by the corporate centre for the rest of the organisation.
7.6 Talent acquisition: Apprenticeship/ Graduate Programme/EVP	A number of apprenticeships have been devised and are currently undergoing the approval process for recruitment in the coming months. The Directorate is also actively participating in the Graduate programme.
7.10 Intra-directorate communication and engagement	A programme of intra-directorate communication and engagement has been developed. It is now part of the Directorate's BAU activity and will no longer be reported on going forward.

## Managing our Housing Needs

8.1 Housing Needs restructuring	The Housing Needs and Homelessness restructure has gone live and staff are being supported across the directorate to embed the structure. The new structure has been designed to improve the service from being historically reactive to more proactive and early intervention focused. A long-term programme of training is being developed to support all staff in the new structure.
8.2 Supported Housing Review	This project intends to review supported housing provision and support care leavers into appropriate housing provision. The project is in the early stages of mobilisation.
8.3 DPS – Procurement of contracts	A new housing procurement resource has been recruited to and is now providing support to progress the purchase of the software. The software is to be directly purchased and a specification has been drafted and is awaiting comments and once finalised will be shared with Procurement to advertise it via London Portals.
8.4 Homelessness Prevention and Rough Sleeping Strategy	The Homelessness Review which is required as part of the strategy development has now been drafted. A consultation plan for the strategy's proposed priorities and objectives is being developed and is due to go live in September 2023. Engagement sessions are also being developed as part of this.
8.8 Housing Association Liaison	This project intends to improve governance of all relevant contracts and nomination agreements to maximise the properties the Council can use to move people out of temporary accommodation. A

Recharges & Nominations	meeting has been held with 3 Registered Social Landlords who have agreed to pay backdated fees, this project is intended to maximise income owed to the Council as a result of the management of choice based lettings.
8.9 Data Cleanse & Rent Accounts	This project is being closed, and the tasks and outcomes within it transferred to an alternative project.
8.10 Supported Exempt Accommodation Review	This project has now been moved to sit under the Benefits team and no longer forms part of the Housing Transformation Programme.

**4.13** Fourteen projects have been closed following their completion; these include:

- 1.1 Vision & Mission Setting
- 1.2 Root Cause Diagnostic/Delivery
- 1.4 HIP/Transformation Plan
- 1.6 Governance structure for Housing Transformation Programme
- 2.4 Review of Tenant Involvement Structures
- 2.5 Financial governance review
- 3.1 Resident Charter development and delivery
- 3.3 Short-term customer services improvement plan
- 3.11 Rent setting consultation initiative
- 3.13 Community Development and Inclusion Programme
- 3.15 NEC Migration
- 6.1 Repairs re-procurement
- 6.2 Repairs contact centre
- 7.10 Intra-directorate communication and engagement

**4.14 Risks and challenges**

**4.15** Highlight reports are produced monthly and report of the risks and issues for the delivery of the Housing Transformation Programme at a project level. These risks, issues, and mitigations are reviewed on a monthly basis at the Housing Transformation Steering Board meetings. Any risks or issues with implications for the entire Council are elevated to the attention of the Corporate Management Team by adding them to the corporate risk log, known as JCAD.

**4.16** Major projects such as the delivery of the Repairs re-procurement contract have their own risk and issues log which are reviewed and assessed at weekly or fortnightly project board meetings.

**4.17** There are several challenges faced by the Council in the course of delivering the Housing Transformation Programme. These challenges stem from recent legislative

changes introduced by the current Government, which impact various aspects of social housing, housing needs, and homelessness:

- Fire Safety Act 2021
- Building Safety Act 2022
- Social Housing Regulation Bill
- Renters (Reform) Bill
- Supported Housing (Regulatory Oversight) Bill

**4.18** In addition to the new legislation, the Regulator of Social Housing and the Department for Levelling Up, Housing & Local Government are currently revising the Consumer Standards and Decent Homes Standard. The standards that social homes and our landlord services must meet are therefore due to be revised. A gap analysis is currently being undertaken on the proposed consumer standards to identify any risks.

**4.19** Notable risks have also been identified for major projects, including ensuring the accuracy of reconciliation for NEC and that the new repairs contractors operate effectively during the demanding winter season.

**4.20** The economic circumstances faced by the Council pose additional challenges for the delivery of the Housing Transformation Programme. Escalating costs related to building materials and labour, driven by inflation, have necessitated careful budgetary considerations for specific projects. Furthermore, the ongoing cost-of-living challenges have intensified the demands on the Council's homelessness services, requiring a delicate balance between the reform the Housing Needs service and sustaining essential front-line services. .

## **5 CONTRIBUTION TO COUNCIL PRIORITIES**

5.1 This programme, alongside the development of the Housing Strategy 2023-2028 is key to ensuring the Council delivers against the Mayor's priorities to "Invest in council homes to drive up standards and develop a responsive and effective housing service" and "Develop our workforce to deliver in a manner that respects the diversity of our communities."

## **6 IMPLICATIONS**

### **6.1 FINANCIAL IMPLICATIONS**

**6.1.1** The delivery of the Housing Transformation Programme required an upfront investment to ensure we transform the directorate to create services that meet the needs of residents. The Finance, Legal & Environment enabler is providing the necessary financial governance of the projects within the Housing Transformation Programme as they are developed, including ensuring the projects are financially viable, deliver value for-money and are managed to budget.

- 6.1.2 As the projects are both HRA and GF the financial costs incurred in year will be funded using HRA reserves to ensure this investment delivers the right plan for the community, and the GF Transformation Funding.
- 6.1.3 The draft HRA budget for financial year 2023-2024 has been updated to reflect known budgetary requirements. Work is underway on the 2024-25 HRA Business Plan and budget setting. The budget will be reviewed to reflect the needs that have been identified in each of the work streams and monitored against the budget set.
- 6.1.4 Comments approved by Orlagh Guarnori on behalf of the Director of Finance. (Date 12/09/2023)

## 6.2 LEGAL IMPLICATIONS

- 6.2.1 The legal basis for the Housing Transformation Programme is the Council's general power of management of its housing stock in Section 21 of the Housing Act 1985. In addition, the Council has legal obligations in relation to how it maintains and repairs its housing under Sections 9A and 11 of the Landlord and Tenant Act 1985, Section 4 of the Defective Premises Act 1972, under common law nuisance and negligence principles, and under express or implied terms of the tenancies it has granted.
- 6.2.2 The Housing Transformation Programme is also assisting the Council in complying with the consumer standards set by the Regulator of Social Housing.
- 6.2.3 Separately, there are statutory requirements on the Council to consult with tenants where they are likely to be substantially affected by changes in housing management practice or policy, and the Council must ensure that it meets these requirements as part of the development and delivery of the Housing Transformation Programme.
- 6.2.4 There is also a range of new and emerging draft legislation which will impact various aspects of the council's legal responsibilities in relation to the provision and maintenance of social housing, housing needs, and homelessness. In particular:
  - 6.2.4.1 The Fire Safety Act 2021 <https://www.legislation.gov.uk/ukpga/2021/24/contents/enacted> and the Fire Safety (England) Regulations 2022 <https://www.legislation.gov.uk/uksi/2022/547/contents/made> have been introduced to meet the recommendations arising from the Grenfell Tower Inquiry and impose significant new legal requirements upon the 'responsible person' (i.e., those who own or have control over premises) for relevant buildings containing two or more domestic premises. This will require a programme of fire risk assessments to meet the new compliance regime and timetable.
  - 6.2.4.2 The Building Safety Act 2022 <https://www.legislation.gov.uk/ukpga/2022/30/contents/enacted> is intended to improve the design, construction and management of high-rise buildings introducing greater accountability and responsibility for fire and structural

safety issues throughout the lifecycle of buildings in scope of the new regulatory regime for building safety.

6.2.4.3 The Social Housing Regulation Act 2023 <https://www.legislation.gov.uk/ukpga/2023/36/enacted> amends Part 2 of the Housing and Regeneration Act 2008 and enhances the core framework for the regulation of social housing. Key measures will require the Council to investigate hazards and fix repairs including damp and mould in their properties within strict new time limits or rehouse residents where a home cannot be made safe. The new rules will form part of the tenancy agreement, so residents can hold landlords to account if they fail to comply. Also, the Regulator will have new and stronger powers to 'proactively assess' social landlords such as the Council against the consumer standards, enter properties with 48 hours' notice and make emergency repairs at the landlords expense. Also Housing Managers will be required to have an 'appropriate level housing management qualification' regulated by Ofqual.

6.2.4.4 The Renters Reform Bill <https://bills.parliament.uk/bills/3462> due to pass into law in 2024, proposes to abolish 'no fault' evictions empowering renters to challenge the small minority of landlords who provide poor quality housing without the worry of a 'no fault' eviction.

6.2.4.5 The Supported Housing (Regulatory Oversight) Act 2023 <https://www.legislation.gov.uk/ukpga/2023/26/enacted> will impact the provision of supported housing and sets a new framework of systems for the supported housing and older person's housing sector.

6.2.5 Finally, the Council as a best value authority 'must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness' in Section 3 of the Local Government Act 1999 (LGA). The best value duty applies to all functions of the Council including delivery of its statutory housing services. On 20 July 2023 the Secretary of State for Levelling Up, Housing and Communities (SoS) issued Directions under Section 15(5) of the LGA to the Council due to its failure to comply with the best value duty. The SoS Directions require the Council to take a number of actions which include 'to continue to improve the capacity and capability of the authority's housing service.' The Directions are expected to remain in force until 20 July 2025 but could be amended or revoked at an earlier date by the SoS, if appropriate. The recommendations in this report are supportive of the actions required under the SoS Directions in relation to the housing service.

6.2.6 Comments approved by the Head of Litigation and Corporate Law on behalf of the Director of Legal Services and Monitoring Officer. (Date 11/09/2023)

### **6.3 EQUALITIES IMPLICATIONS**

**6.3.1** The Council has a statutory duty to comply with the provisions set out in the Equality Act 2010. In summary, the Council must in the exercise of all its functions, "have due regard to" the need to comply with the three aims of the general equality duty. These are to •



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

- 6.3.2** Having due regard means to consider the three aims of the Equality Duty as part of the process of decision-making. This means that decision makers must be able to evidence that they have taken into account any impact of the proposals under consideration on people who share the protected characteristics before decisions are taken.
- 6.3.3** Regard for the Council's public sector equality duty will be central to Housing Transformation Programme. The creation of a revised Housing Transformation Programme will be accompanied by the development of equalities impact assessments at a project level, where necessary, which will be developed in conversation with the Equalities Programme Manager. Work undertaken as part of the Change & Enablement Focus will be key to ensuring the projects address the public sector equality duty. The project managers responsible for the delivery of projects within the workstreams will ensure the EQIAs produced accurately assess the potential impact on vulnerable groups, and groups that share protected characteristics. All EQIAs produced will be treated as living documents and will be updated when data becomes available and new equality objectives identified where appropriate. The Transformation Programme includes a new IT system designed to improve data collection for residents. However the department should ensure that residents data is collected both by the Council and its contractors.
- 6.3.4** Improving data collection from service users across the nine protected characteristics will benefit decision making by ensuring that decisions are based on clear evidence. Departments will also evidence customer satisfaction and dissatisfaction using this method across the protected characteristics to ensure that the Council is delivering a fair and equitable service to all protected groups. Satisfaction surveys should include a question on discrimination to ensure that there is no repetition of allegations of racial discrimination by service users which were considered by the ARK Consultancy report. There should be an onus on both officers and contractors to ensure that their behaviours to residents is both helpful and respectful and that residents should no longer perceive that they have been discriminated against in relation to their race or treated without dignity and respect irrespective of equality characteristic.
- 6.3.5** Poor housing conditions and perceptions of unfair treatment are likely to exasperate existing mental health conditions or create new mental health conditions. In particular, when exasperated by other socio-economic impacts such as poverty, unemployment and the cost-of-living crisis. It is important that residents are treated in a fair, respectful and equitable manner to ensure that existing or new conditions are not triggered by behaviour of staff or suppliers. It is important that staff training reflects this.

- 6.3.6** Residents with disabilities or parents of children with disabilities may be treated more favourably than others in relation to housing improvements. This will not amount to discrimination in relation to the Equality Act 2010.
- 6.3.7** The Council will also encourage its suppliers to adopt the Council's standards for equality in the borough: Croydon's Equalities Pledge and the George Floyd Race Matters Pledge.
- 6.3.8** Comments approved by Naseer Ahmad for Equalities Programme Manager (19/09/2023).

## **6.4 HUMAN RESOURCES IMPACT**

- 6.4.1** There are no immediate human resources impacts arising directly from the recommendations in this report. However, there will be impacts associated with the development and delivery of the Housing Transformation Programme. The Housing Transformation Programme constitutes a key part of the Mayor's Plan, and it is inevitable that the Plan will have an impact on the Council's workforce. This will be managed under the Council's policies and procedures as the need arises. And will include but not limited to, the Recruitment Policy as well as the Restructure & Re-organisation Policy, which may include redundancies/redeployment/insourcing/TUPE of staff.
- 6.4.2** To achieve an enduring culture change in the housing service directorate a set of appropriate and carefully designed organisational development initiatives will need to be created and delivered to enable that change, with contextual relevance and sensitivity. To implement this action input will be required from the Council's Learning and Development Team and may incur extra costs if the Team cannot deliver the required change programme and an external provider will have to be procured.
- 6.4.3** Any HR issues arising will be managed under the Council's Corporate Policies and Procedures.
- 6.4.4** Approved by Jennifer Sankar, Head of HR Housing Directorate & Head of HR SCRER for and on behalf of Dean Shoemith, Chief People Officer [13/09/2023].

## **6.5 CRIME & DISORDER IMPACT**

- 6.5.1** Crime and disorder have a disproportionate impact on our housing tenants, across the whole crime spectrum from anti-social behaviour through to domestic violence, and is one of the highest concerns of residents. The Housing transformation plan and the reconciliation of the HRA budget is strengthening our response to these concerns and is improving how we work as a council and partner to support our residents, reduce crime and disorder, and make Croydon safer.
- 6.5.2** Comments approved by Director of Culture & Community Safety, Kristian Aspinall [19/09/2023]

## **7 APPENDICES**

*A Programme Workstreams*

*B Current Projects*

## **9. BACKGROUND DOCUMENTS**

N/A

## **9. URGENCY**

N/A

DRAFT

## Appendix A

The eight workstreams within the programme are:

Workstream 1: Vision, Direction & Transformation Plan for Housing Directorate

**Purpose:** To establish a direction for the directorate, identify key challenges internally and externally, determine priorities, structure directorate accordingly to deliver improve services

- Workstream 2: Governance & Information Management  
**Purpose:** To develop a robust framework for effective governance of the directorate to ensure accountability, high performance, and effective financial and information management.
- Workstream 3: Customer Excellence  
**Purpose:** To deliver a Customer Excellence approach to re-focus the directorate on delivery of excellent customer services that meet and exceed the Tenant Involvement & Empowerment Standard.
- Workstream 4: Long-term Home and Neighbourhood Planning & Investment  
**Purpose:** The proactive management of our Homes and Neighbourhoods to create robust investment plans and deliver regeneration ambitions.
- Workstream 5: Asset Compliance  
**Purpose:** To develop a compliance service with a robust framework for ensuring compliance with legislative and regulatory standards, ensuring safe and compliant homes
- Workstream 6: Maintaining our Homes  
**Purpose:** The reactive maintenance of our assets to meet and exceed our obligations to the Home Standard, ensuring supply of homes is optimized for customers and income.
- Workstream 7: People & Organisational Development  
**Purpose:** To proactively manage our culture, our development as a directorate and enable our workforce to deliver excellence to our customers, partners, and each other.
- Workstream 8: Managing our Housing Needs  
**Purpose:** To proactively manage our Housing Needs Statutory Duty.

## Appendix B

A total of 31 projects across all of the 8 workstreams are now live.

- 1.3 Housing Strategy
- 1.5 High level re-structure and recruitment
- 2.1 Revised Performance Framework and Business Intelligence
- 3.2 Resident Engagement Strategy
- 3.4 Customer Information review
- 3.5 Customer journey review
- 3.7 Customer Service Training
- 3.8 Customer Learning & review of process
- 3.9 “Stop Social Housing Stigma” Campaign
- 3.10 Review of Consumer standards
- 3.12 Know our Neighbourhoods programme & Estate Inspections
- 3.16 NEC Post Go-Live Product Development
- 4.1 Resolution programme for Regina Road.
- 4.2 Resolution programme for LPS blocks
- 4.3 Development of Asset Management Strategy
- 4.4 Estates and Improvement restructure
- 5.1 Compliance plan for Fire Safety Act 2021
- 5.2 Compliance plan for Building Safety Act
- 6.3 Repairs restructure and behaviour change programme
- 6.4 Voids transformation
- 6.5 Disrepair transformation
- 6.6 Review of policies, procedures, business processes and customer journeys
- 6.7 Review of Capital Delivery contracts
- 6.8 Targeted Approach to Damp and Mould
- 7.2 Enabling high performing teams and setting behavioural expectations
- 7.6 Talent acquisition: Apprenticeship/Graduate Programme/EVP
- 8.1 Housing Needs restructuring
- 8.2 Supported Accommodation Review

8.3 DPS – Procurement of contracts

8.4 Homelessness Prevention and Rough Sleeping Strategy

8.8 Housing Association Liaison Recharges & Nominations

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## LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	<b>CABINET 25 October 2023</b>
<b>DATE OF DECISION</b>	<b>25 October 2023</b>
<b>REPORT TITLE:</b>	<b>Mayor's Business Plan 2022-2026 Performance Report</b>
<b>CORPORATE DIRECTOR / DIRECTOR:</b>	<b>Elaine Jackson, Assistant Chief Executive David Courcoux, Director of Policy, Programmes and Performance</b>
<b>LEAD OFFICER:</b>	<b>Caroline Bruce, Head of Programmes &amp; Performance</b>
<b>LEAD MEMBER:</b>	<b>Mayor Jason Perry, Executive Mayor of Croydon</b>
<b>KEY DECISION?</b>	<b>No</b>
<b>CONTAINS EXEMPT INFORMATION?</b>	<b>No</b>
<b>WARDS AFFECTED:</b>	<b>ALL</b>

### 1 SUMMARY OF REPORT

- 1.1 This report presents performance against the five outcomes (listed below), within the Mayor's Business Plan 2022-26 which was approved at Cabinet in November 2022 and Full Council in December 2022.
1. The council balances its books, listens to residents and delivers good sustainable services.
  2. Croydon is a place of opportunity for business, earning and learning.
  3. Children and young people in Croydon have the chance to thrive, learn and fulfil their potential.
  4. Croydon is a cleaner, safer and healthier place, a borough we're proud to call home.
  5. People can lead healthier and independent lives for longer.
- 1.2 The Executive Mayor's Business plan is the Council's core strategic document setting out its objectives and priorities for the next four years. It reflects the Executive Mayor's manifesto pledges and priorities, as set out in a report to Cabinet in June 2022.
- 1.3 In January 2023 a final 'transitional' performance report, tracking progress against the corporate priorities set prior to the election of the Executive Mayor on 5 May 2022 was presented to Cabinet.
- 1.4 The measures reported within the Appendices of this report will monitor delivery of the Executive Mayor's Business Plan 2022-26 which is borough wide and includes both Council and Partnerships measures. Council measures are those which the Council is

the lead in terms of delivery. Partnership measures monitor work with our partners, such as the Police and NHS who are the lead, but where the council has an important role to play in promoting partnership working.

- 1.5 At its meeting on 26 September 2023, the Scrutiny & Overview Committee reviewed the proposed key performance indicators (KPI's) to be used to monitor the delivery of the Mayor's Business Plan. The Committee was supportive of the initial set of KPI's, particularly their clarity and measurability. The Committee welcomed confirmation that the KPI's would continue to be reviewed and refined in the months and years to come to ensure that successful delivery of the Mayor's Business Plan can be accurately assessed
- 1.6 The performance report in Appendix A, gives an overview of performance across each of the five outcomes within the plan. Appendix B, provides detailed performance data on the Council's progress in delivering the outcomes within the Mayor's Business Plan as at 31 July 2023.

## **2 RECOMMENDATIONS**

For the reasons set out in the report and Appendices, the Executive Mayor in Cabinet, is recommended to:

- 2.1 Note the Mayors Business Plan performance report (Appendix A and B) with latest data available on 31 July 2023 (unless otherwise stated) regarding overall council and partnership performance.

## **3 REASONS FOR RECOMMENDATIONS**

- 3.1 It is essential that the Council takes steps to ensure that a robust performance management plan and framework are in place, alongside the work of the Programme Management Office, Finance and Risk. Delivery of the objectives within the Executive Mayor's Business Plan are unlikely to happen without it.

## **4 BACKGROUND AND DETAILS**

- 4.1 The Executive Mayor's Business Plan was approved at Cabinet in November 2022 and Full Council in December 2022. Corporate Performance Reports will reflect progress against the Executive Mayor's Business Plan 2022-26 on both a Council and Partnership level as this is a plan for Croydon the Borough.
- 4.2 It is important to note that accountability of performance to deliver the outputs remains with the relevant Directorate(s).

## **5 EXECUTIVE MAYOR'S BUSINESS PLAN 2022-2026**

- 5.1 The Executive Mayor's Business Plan sets out the Executive Mayor's vision for Croydon. This Plan consists of five outcomes to be achieved by the Council over the next four years, with priority aims to deliver those outcomes, along with the high-level actions required. The full Business Plan can be viewed using this link <https://www.croydon.gov.uk/mayors-business-plan-2022-2026>



5.2 The financial challenges detailed in Section 114 Notices and the two Reports in the Public Interest in recent years have reduced the resources available to the Council, which means that it will be forced to do less in future. However, it will strive to improve the responsiveness and where possible the quality of the services it does provide. The Executive Mayor's mission is to transform the Council's way of working – balancing the budget, changing how services are run, securing maximum value for money, instilling strong governance, listening to residents' concerns and restoring pride in Croydon. The Council will work closely with partners from the business, statutory, and voluntary sectors to bring more resources to the borough and to support and empower local communities so that together we can transform the Council and deliver services for the borough.

## 6 Corporate Performance Report (Appendix A & B)

6.1 This report reviews performance of the actions currently aligned to delivery of the five outcomes detailed within the Executive Mayor's Business Plan. This, and historical performance reports monitoring the progress against the Croydon Renewal Plan, and Corporate Priorities, presented to Cabinet can be viewed at <https://www.croydon.gov.uk/council-and-elections/freedom-information-and-corporate-performance/corporate-performance>

6.2 **Key Performance Indicators (KPI's)** - Regular review and monitoring against the agreed performance measures and the impact performance will have against finance, risk and programme deliverables.

6.3 There are currently 77 KPIs within the framework. The performance report in appendix A gives an overview of performance on 31 July 2023 (unless otherwise stated). There are a number of additional measures which could potentially be included in future reports. These are currently under review to ensure that data is accessible to enable us to report on them and were discussed at Scrutiny on 26<sup>th</sup> September.

6.4 Service commentary (where supplied) as to the actions in place to address under performance is provided to add context when reviewing. The measures are listed under the relevant outcomes of the Executive Mayor's Business Plan.

6.5 KPI's which are at, or above target, will receive a green status, those within 10% of target an amber status and those which are operating below target a red status. Where a measure has no target as it has not yet been set, the RAG status will be shown as grey. Where a measure has either no data or target at the moment, the RAG status will be shown as black.

6.7 Where data is not provided, or a target has not been set (council KPI's only), this may create a risk as is it not possible to robustly monitor performance.

6.8 As part of the Housing transformation programme, the Housing directorate has transitioned to a new I.T system (NEC). The phased transition to the new system included a period of staff training on data inputting, report extraction and the development of performance reports on the system. This coupled with the Housing Directorate undergoing a significant period of change, including mobilisation of new contractors, a new repairs contact centre and the restructure of the Homelessness division, has resulted in a lag in the new system data being available. It should be noted that data has been monitored locally, and for consistency the last previous

system data for these measures (April 2023) is included in Appendix A and B, with updated and tested data from the new NEC reports to be included in the next Mayor's Business Plan performance report. A wider housing specific dashboard of over 30 KPIs covering landlord and homelessness functions has been developed for the Directorate in collaboration with partners.

## 7 Report Governance

7.1 **Directorate and statutory performance reporting** – These reports continue to be presented to all Department Management Team meetings each month. Corporate Directors / Directors are responsible for discussing the contents of departmental and statutory performance reports with the relevant Cabinet Member and the Executive Mayor to ensure line of sight and accountability. The report is then presented to the Corporate Management Team (CMT) on a monthly basis, to allow check and challenge. Areas of performance concern are escalated to the Mayor via regular Mayoral Briefings.

7.2 The Head of Programmes and Performance has independent oversight of all performance reports relating to the Executive Mayor's Business Plan 2022-26 which are also reviewed monthly at Directorate Management Teams.

Where performance meets the following criteria, it will be escalated to the Chief Executive and CMT Performance lead for their review:

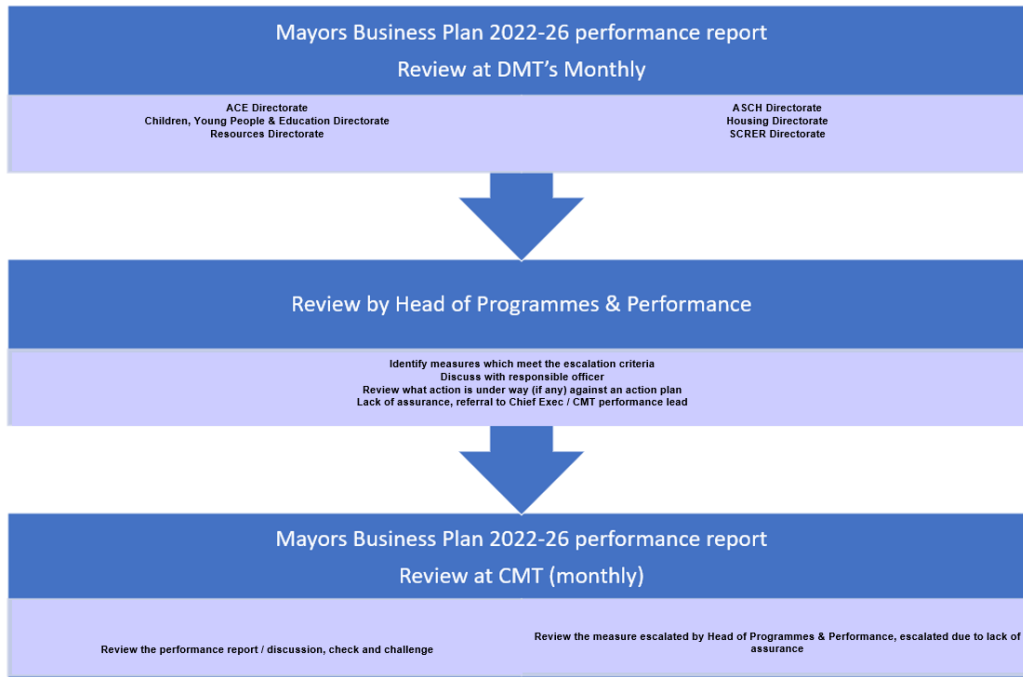
- Three consecutive monthly reporting periods of performance in excess of 10% off target **and**
- Direction of travel worsening over the same period, or staying the same **and**
- No action plan in place or, action plan in place is having no effect in expected timescale.

Performance issues will be similarly escalated by the Head of Programmes and Performance where:

- DMT's are unable to provide assurance that the action plan in place is fit for purpose / delivering improvement.
- DMT's require investment in order that performance can be improved.
- Lack of action / speed of improvement can result in substantial risk to the organisation (special measures, fines, IAP expectation etc).
- Non delivery will have a detrimental impact on the delivery of corporate / Mayor priorities.

In all these circumstances, the Chief Executive/CMT performance lead, will consider whether further action is required such as a focussed discussion with the relevant Corporate Director, Director, Head of Service and/or service manager to understand the issues causing the performance failure and what needs to happen to drive improvement.

In addition to performance reporting being regularly discussed by corporate directors and the chief executive with their Cabinet Members and the Executive Mayor and all reds escalated for their information and review, the Corporate Management team reviews the performance indicators report on a monthly basis and the Mayor's Advisory Board also reviews the quarterly corporate performance report.



## 8 ALTERNATIVE OPTIONS CONSIDERED

8.1 None.

## 9 CONSULTATIONS

9.1 Consultation with all Departments is currently underway to ensure that all suggested performance indicators have accessible and timely performance data available. Where this is not possible, alternative KPIs will be adopted.

## 10 CONTRIBUTIONS TO COUNCIL PRIORITIES

10.1 This performance report monitor progress made against the five outcomes within the Executive Mayor's Business Plan 2022-26

## 11 IMPLICATIONS

### 11.1 FINANCIAL IMPLICATIONS

11.1.1 There are no direct financial implications arising from this report. There will be financial implications associated with the delivery of the projects and actions within the Croydon Renewal and Improvement Plan which have been factored into the Medium Term Financial Strategy. The delivery of these projects and actions, and the resulting savings is essential. It is therefore critical that effective monitoring and reporting is in place.

Approved by: Ian Geary, Interim Head of Corporate Finance, 6 September 2023.

## 11.2 LEGAL IMPLICATIONS

11.2.1 The Council as a best value authority must 'make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness' under Section 3(1) of the Local Government Act 1999 (LGA). The best value duty applies to all functions of the Council and monitoring of performance information and acting on the findings are an important way in which that obligation can be supported.

11.2.2 On 20 July 2023 the Secretary of State for Levelling Up, Housing and Communities (SoS) issued Directions under Section 15(5) of the LGA to the Council due to its failure to comply with its best value duty. The SoS Directions require the Council to take a number of actions which include 'to secure as soon as practicable that all the Authority's functions are exercised in conformity with the best value duty'. The Directions are expected to remain in force until 20 July 2025 but could be amended or revoked at an earlier date by the SoS if appropriate. The recommendations in this report are supportive of the actions required under the SoS Directions.

11.2.3 Separately, the government are in the process of establishing the Office for Local Government (Oflog), a new local government performance body in England. It is proposed that Oflog will provide accurate and accessible data and analysis about the performance of local government and support its improvement.

<https://www.gov.uk/government/publications/office-for-local-government-understanding-and-supporting-local-government-performance/office-for-local-government-understanding-and-supporting-local-government-performance>

11.2.4 Any legal implications arising in relation to individual actions within the Mayor's Business Plan will need to be sought as and when projects and decisions come forward for approval.

Approved by: Sandra Herbert Head of Litigation and Corporate Law for and on behalf of Stephen Lawrence-Orumwense the Director of Legal Services and Monitoring Officer. (13<sup>th</sup> September 2023)

## 11.3 EQUALITIES IMPLICATIONS

11.3.1 In April 2011 the Equality Act (2010) introduced the public sector duty which extends the protected characteristics covered by the public sector equality duty to include age, sexual orientation, pregnancy and maternity, and religion or belief.

11.3.2 Section 149 Equality Act 2010 requires public bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
- advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
- foster good relations between people who share a protected characteristic and people who do not share it.

11.3.3 Having due regard means consciously thinking about the three aims of the Equality Duty as part of the process of decision-making. This means that decision makers must be able to evidence that they have taken into account any impact of the proposals under consideration on people who share the protected characteristics before decisions are taken. Equalities impact assessments will be a key part of our governance framework for the Improvement Board, with direct input from the Council's Equality & inclusion Manager.

11.3.4 The refreshed Equality Strategy 2023 – 2027 is the key performance tool for our equality deliverables. Departmental Service objectives and individual objectives are inclusive of equalities deliverables included in the Equality strategy. Organisational priorities are also inclusive of equality targets in respect of the organisation and the community.

Approved by: Naseer Ahmad, Interim Senior Equalities Officer, on behalf of Denise McCausland, Equalities Programme Manager, 31<sup>st</sup> August 2023

## **11.4 HUMAN RESOURCES IMPACT**

11.4.1 Key to delivery of the Executive Mayor's Business Plan will be to retain and invest in a skilled workforce, who are enabled and engaged through a positive organisational culture. The council's People Strategy is being developed to be aligned to the Executive Mayor's Business Plan and supports building workforce skills and capacity for the future. It will be essential to create a golden thread, where all staff can see how their work links to the work of their team, their division, their directorate, the council's service plans, and the Executive Mayor's Business Plan

11.4.2 Any planned service changes through informed review, will be subject to the council's organisational change procedure and formal consultation with staff and trade unions.

Approved by: Dean Shoesmith, Chief People Officer (18<sup>th</sup> September 2023)

## **12 APPENDICES**

12.1 Appendix A: – Overview Performance Report – Latest available data as of 31 July 2023 (unless otherwise stated).

Appendix B: – Detailed Performance Report – Latest available data as of 31 July 2023 (unless otherwise stated)

## **13 BACKGROUND DOCUMENTS**

13.1 Executive Mayor's Business Plan 2022-26

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Since taking office as Croydon's first Executive Mayor in May 2022, my focus has been on restoring trust and proving sound leadership, governance, and financial management of our Council.

This is the first of my new Key Performance Indicator (KPI) reports that reflect the priorities within the Executive Mayors Business Plan. Many of the indicators reflect the position my administration inherited in May last year. Though it will take time, I look forward to these indicators improving as we continue our journey of improvement.

Following the 'Opening the Books' review which I commissioned last year, we have demonstrated financial discipline by introducing good governance and taking hard decisions to address the significant financial challenges facing the Council. Our efforts have resulted in a balanced financial position for 2022/23. I have been working closely with the Improvement and Assurance Panel and had meetings with the Department for Levelling Up, Communities, and Housing (DLUCH), HM Treasury, and Parliamentary officials to discuss a sustainable long-term solution to our toxic £1.6 bn debt burden.

To continue to revitalise our Town and District Centres and restore pride in our borough, I have been hosting meetings with developers and investors. I have met regularly with URW (Westfield) to ensure we are driving development for our town centre. In Norbury, a Blitz initiative successfully removed graffiti and flyposting from 107 locations, cleaned 41 shopfronts, and conducted five days of pavement washing. Following the lessons learnt from this Blitz, we will roll this out to other District Centres to continue to address the ongoing 'Broken Windows' issues our borough faces. We are currently consulting on a new parking policy, which further underscores our commitment to the development of our town and district centres.

We have also been working on improving the service we provide to residents by introducing a new Council housing repairs contract in August this year. This was a collaborative effort closely involving tenants and leaseholders, aimed at enhancing maintenance and repairs, safety, and customer service for council home residents. The new customer contact centre has been brought in house to ensure that we maintain oversight of the new contract and uphold the quality standards our residents deserve.

Listening to Croydon residents is a key commitment in my manifesto and in recent months I have hosted 'Mayor's Question Time' sessions in Waddon, Purley and Norbury, with a further session to be scheduled before Christmas. I have been an active participant in multiple London Borough of Culture events such as the Croydon Carnival, Croydon BME's 365 Black History Month event, CR Talent, the Music Heritage Trail, and the Liberty Festival.

Reflecting on the progress of the last three months as Executive Mayor, my dedication to the residents of Croydon remains steadfast. Whilst we have made progress, I acknowledge that we are still on a significant journey of improvement. Despite the challenges ahead, the collaborative spirit both within the Council and the wider community of Croydon instils confidence in the prospect of a more promising future for our borough.

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**APPENDIX A**  
**Mayors Business Plan 2022-26**  
**Summary Performance Report**  
**July 2023**



# Corporate Performance Framework

## RAG Rating Key

The Corporate Performance Indicators are RAG rated by the criteria outlined in the table below.

Key	RAG ▲
Performance has not met target and is out by over 10% / differs from comparators by over 10%	Red
Performance has not met target but is within 10% / differs from comparators but is within 10%	Orange
Performance has met or exceeded target / has matched one or more comparators	Green
Data has been submitted, but no target has been set.	Grey
No data has been submitted.	Black

# Mayor's Business Plan 2022-26 Performance Indicators - Outcome 1 - The Council Balances its books, listens to residents and delivers good sustainable services

Ref.	Indicator	Council or partnership working	Bigger or smaller is better?	Frequency	Target	Latest date	Latest value	Previous value	Direction of travel	RAG	Benchmarking timeframe	Benchmark
M01	Variance against net budget requirement	Council	Smaller is better	Monthly	£0	May 2023	£0	£0		Green	No comparable data available	
M03	Council Tax 'In-year' Collection rate	Council	Bigger is better	Monthly	35.99%	Apr-23-Jul-23	35.83%	27.47%	↑	Amber	No comparable data available	
M05	Non-Domestic Rates (Business Rates) Collection rate	Council	Bigger is better	Monthly	40.3%	Apr-23-Jul-23	43.9%	36.5%	↑	Green	No comparable data available	
M06	Rent collection on General needs stock	Council	Bigger is better	Monthly	97.0%	Apr-23-Jun-23	90.0%	86.8%	↑	Amber	No comparable data available	
M07	Satisfaction that the landlord listens to tenant views and acts upon them	Council	Bigger is better	Quarterly	44%	Q1 23/24	43%	39%	↑	Amber	2021-2023 London median	44%
M08	% who are very or fairly satisfied with the way Croydon Council deals with repairs and maintenance	Council	Bigger is better	Quarterly	56%	Q1 23/24	53%	48%	↑	Amber	2021-2023 London median	56%
M10	Average council contact centre wait time	Council	Smaller is better	Monthly	120s	Jul 2023	167s	162s	↓	Red	No comparable data available	
M11a	Staff Turnover rate (FTE who have left in the past 12 months divided by the total permanent staff)	Council	Smaller is better	Monthly		Aug-22-Jul-23	12.7%	12.6%	↓	N/A	2021/22 London average	12.6%
M11b	Staff Turnover rate - enforced turnover (redundancy or other forms of dismissal)	Council	N/A	Monthly		Aug-22-Jul-23	7.4%	7.6%		N/A	2021/22 London average	14.8%
M11c	Staff Turnover rate - natural turnover (staff leaving from resignation)	Council	N/A	Monthly		Aug-22-Jul-23	92.6%	92.4%		N/A	2021/22 London average	85.2%
M12	Sickness - number of sick days per FTE	Council	Smaller is better	Monthly	7.60	Aug-22-Jul-23	8.30	8.40	↑	Amber	Rolling Year to Mar 21 (London position)	7.70
M13	% of residents that ended the call before we spoke to them	Council	Smaller is better	Monthly	5%	Jul 2023	13%	13%	→	Red	No comparable data available	
M14	FOI responded to on time	Council	Bigger is better	Monthly	90%	Jun 2023	84%	74%	↑	Amber	No comparable data available	
M15	SARs responded to on time	Council	Bigger is better	Monthly	90.0%	Jun 2023	66.6%	47.5%	↑	Red	No comparable data available	
M16	Complaints responded to on time	Council	Bigger is better	Monthly	75%	Jun 2023	51%	49%	↑	Red	No comparable data available	
M17	Member Enquiries responded to on time	Council	Bigger is better	Monthly	75%	Jun 2023	57%	59%	↓	Red	No comparable data available	
M18	MP enquiries responded to on time	Council	Bigger is better	Monthly	75%	Jun 2023	36%	39%	↓	Red	No comparable data available	

## Mayor's Business Plan 2022-26 Performance Indicators - Outcome 2 - Croydon is a place of opportunity for business, earning and learning

Ref.	Indicator	Council or partnership working	Bigger or smaller is better?	Frequency	Target	Latest date	Latest value	Previous value	Direction of travel	RAG	Benchmarking timeframe	Benchmark
M19	% of people claiming universal credit who are in employment	Partnership	Smaller is better	Monthly		Jun 2023	40.2%	39.8%	↓	N/A	June 2023 (London average)	38.4%
M20	Proportion of 16 and 17 year olds who were not in education, employment or training (NEET)	Council	Smaller is better	Monthly	2.6%	May 2023	2.2%	2.0%	↓	Green	Average of Dec 21, Jan 22 and Feb 22 (London position)	1.5%
M21	Number of apprenticeship schemes started across the council	Council	Bigger is better	Monthly			No data available until October			N/A	No comparable data available	
M22	Croydon unemployment rate	Partnership	Smaller is better	Monthly		Jul 2023	5.8%	5.6%	↓	N/A	July 2023 (London position)	5.0%
M23	% of care leavers in employment, education or training (EET) now aged 19 to 21	Council	Bigger is better	Monthly	60%	Jul 2023	60%	59%	↑	Green	2021/22 (London position)	59%
M24	Major Planning applications determined in time over a rolling 2 year period	Council	Bigger is better	Monthly	60.0%	Jul-21-Jun-23	82.9%	79.7%	↑	Green	24 months to end of March 2022 (London position)	90.4%
M25	Non- Major Planning applications determined in time over a rolling 2 year period	Council	Bigger is better	Monthly	70.0%	Jul-21-Jun-23	78.1%	76.5%	↑	Green	24 months to end of March 2022 (London position)	87.2%

Mayor's Business Plan 2022-26 Performance Indicators - Outcome 3 - Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

Ref.	Indicator	Council or partnership working	Bigger or smaller is better?	Frequency	Target	Latest date	Latest value	Previous value	Direction of travel	RAG	Benchmarking timeframe	Benchmark
M26	Percentage of schools rated 'good' or 'outstanding'	Partnership	Bigger is better	Monthly		Jul 2023	92%	92%	▬	N/A	June 23 (London position)	95%
M27	Permanent exclusions from schools as a percentage of the school population	Both	Smaller is better	Annual		2021/22	0.03%	0.03%	▬	N/A	2020/21 Academic Year (London position)	0.03%
M28	EYFS (Early Years Foundation Stage) - Percentage of children achieving a good level of development	Partnership	Bigger is better	Annual		2021/22	67.4%	74.6%	↓	N/A	2021/22 Academic Year (London position)	67.8%
M29	KS2 - Percentage of pupils achieving expected standard at KS2 in Reading, Writing and Mathematics	Partnership	Bigger is better	Annual		2021/22	63%	67%	↓	N/A	2021/22 Academic Year (London position)	65%
M30	KS4 - Average Progress 8 score per pupil	Partnership	Bigger is better	Annual		2021/22	-0.01	0.07	↓	N/A	2021/22 Academic Year (London position)	0.23
M31	KS4 - Percentage of pupils achieving grades 9-5 in English and Maths	Partnership	Bigger is better	Annual		2021/22	48.9%	50.7%	↓	N/A	2021/22 Academic Year (London position)	57.3%
M32	KS5 - % of students achieving at least 2 substantial level 3 qualifications	Partnership	Bigger is better	Annual		2021/22	90.7%	74.2%	↑	N/A	2021/22 Academic Year (London position)	95.9%
M33	Percentage of Education Health & Care Plans issued within 20 weeks (excluding exceptions)	Council	Bigger is better	Monthly	62%	Jul 2023	86%	86%	▬	Green	2022 (London position)	55%
M34	Percentage of referrals to children services actioned within 2 working days	Council	Bigger is better	Monthly	80%	Jul 2023	80%	46%	↑	Green	No comparable data available	
M35	Rate of children in need per 10,000 of under 18 population	Council	N/A	Monthly		Jul 2023	448	430		N/A	2021/22 (London position)	347
M36	Number of current child protection plans lasting 2 years or more	Council	Smaller is better	Monthly	2.8%	Jul 2023	2.3%	2.6%	↑	Green	2021/22 (London position)	3.1%
M37	% of children subject to a Child Protection Plan for a second or subsequent time (ever)	Council	Smaller is better	Monthly	20%	Jul 2023	27%	28%	↑	Red	2021/22 (London position)	18%
M38	Rate of local Children Looked After (CLA) per 10,000 under 18 years population	Council	Smaller is better	Monthly	49.9	Jul 2023	46.8	47.5	↑	Green	2021/22 (London position)	39.9
M39	Number of children & young people on special educational needs & disability supported travel moving to independent travel plans (students per trainer)	Council	Bigger is better	Annual	9.5	2021/22	22.0			Green	No comparable data available	
M40	Percentage of the under 18 years population who are UASC	Council	Smaller is better	Monthly	0.11%	Jul 2023	0.10%	0.11%	↑	Green	2021/22 (London position)	0.08%
M41	Percentage of Care Experienced young people who were formerly UASC	Council	Not specified	Monthly		Jul 2023	57%	57%		N/A	No comparable data available	

Mayor's Business Plan 2022-26 Performance Indicators - Outcome 4 - Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Ref.	Indicator	Council or partnership working	Bigger or smaller is better?	Frequency	Target	Latest date	Latest value	Previous value	Direction of travel	RAG	Benchmarking timeframe	Benchmark
M43	% of reported flytips removed within one working day	Council	Bigger is better	Monthly	95.0%	Jul 2023	97.7%	98.1%	↓	Green	24 months to end of March 2022 (London position)	90.4%
M44	% of waste rejected as contamination by Croydon's processing facility	Council	Smaller is better	Monthly	6.00%	Jun 2023	2.59%			Green	2021-22 Stat neighbour median	6.00%
M45a	Household waste recycling rate	Council	Bigger is better	Monthly	36.30%	Jun 2023	42.55%			Green	2021-22 Stat neighbour median	36.30%
M45b	Non-recycled Household Waste (kg per household)	Council	Smaller is better	Monthly	47.43	Jun 2023	40.91			Green	2021-22 Stat neighbour median monthly average	47.43
M46	% of street below grade rectified within 24hrs	Council	Bigger is better	Monthly	95.00%	Jul 2023	89.94%	90.34%	↓	Amber	No comparable data available	
M47	% of household waste collected on time	Council	Bigger is better	Monthly	95.00%	Jul 2023	99.85%	99.76%	↑	Green	24 months to end of March 2022 (London position)	87.20%
M48	Violence with injury offences rate per 1,000 population	Partnership	Smaller is better	Monthly		Aug-22-Jul-23	9.12	9.22	↑	N/A	12 months rolling to July 23 (London position)	8.93
M49	Juvenile first time entrants to the criminal justice system per 100,000 of 10-17 year olds	Partnership	Smaller is better	Monthly		Aug-22-Jul-23	214	227	↑	N/A	2021 (London position)	184
M50	Knife crime with injury rolling 12 months (rate per 1,000 population)	Partnership	Smaller is better	Monthly		Aug-22-Jul-23	0.49	0.49	▬	N/A	12 months rolling to July 23 (London position)	0.42
M51	Knife crime with injury (victims 1-24 years old) rolling 12 months (rate per 1,000 1-24 population)	Partnership	Smaller is better	Monthly		Aug-22-Jul-23	0.69	0.67	↓	N/A	12 months rolling to July 23 (London position)	0.57
M52	Hate crime offences (includes Homophobic, transphobic, religious, race and disability hate crimes) rate per 1,000 population	Partnership	N/A	Monthly		Aug-22-Jul-23	2.53	2.51		N/A	12 months rolling to July 23 (London position)	2.97
M53	Domestic violence offences rate per 1,000 population	Partnership	N/A	Monthly		Aug-22-Jul-23	12.89	12.92		N/A	12 months rolling to July 23 (London position)	11.03
M54	% opiates and/or crack cocaine users not in treatment	Partnership	Smaller is better	Annual		2020/21	67.8%	68.4%	↑	N/A	2020/21 (London average)	64.5%
M55	% of the eligible population offered an NHS Health Check who received one (% uptake)	Partnership	Bigger is better	Quarterly		Q4 22/23	100%	100%	▬	N/A	2022/23 Q4 (London position)	49%
M57	% of children receiving 6-8 week review by health visitor	Council	Bigger is better	Quarterly	70.5%	Q4 22/23	58.9%	61.6%	↓	Red	2022/23 Q4 (London position)	0.0%
M58	% of children who received a 2 - 2.5 year review	Council	Bigger is better	Quarterly	61.1%	Q4 22/23	42.0%	51.6%	↓	Red	2022/23 Q4 (London position)	61.4%

Mayor's Business Plan 2022-26 Performance Indicators - Outcome 4 - Croydon is a cleaner, safer and healthier place, a borough to be proud to call home - page 2

Ref.	Indicator	Council or partnership working	Bigger or smaller is better?	Frequency	Target	Latest date	Latest value	Previous value	Direction of travel	RAG	Benchmarking timeframe	Benchmark
M59	% of children aged 10-11 years (children in year 6) classified as obese or overweight	Partnership	Smaller is better	Annual		2021/22	41.9%	39.5%	↓	N/A	2021/22 (London average)	40.5%
M60	% of children aged 4-5 years (children in reception) classified as obese or overweight	Partnership	Smaller is better	Annual		2021/22	22.0%	21.8%	↓	N/A	2021/22 (London average)	21.9%
M61	Carbon dioxide (CO2) emissions estimates within the scope of influence of Local Authorities (Emissions per km2 (kt CO2))	Council	Smaller is better	Annual	15.9	2020	11.8	12.9	↑	Green	2020 (London position)	15.9
M62	Affordable homes completed (measured as a % of total build)	Partnership	Bigger is better	Annual		2021/22	16%	18%	↓	N/A	No comparable data available	
M64	Total households in Temporary accommodation	Council	Smaller is better	Monthly	2,400	Apr 2023	2,269	2,297	↑	Green	No comparable data available	
M65	Number of temporary accommodation households that are in nightly let	Council	Smaller is better	Monthly	800	Apr 2023	905	905	▬	Red	No comparable data available	
M66	Number of temporary accommodation households that are in shared accommodation >6 weeks	Council	Smaller is better	Monthly	5	Jun 2023	99	87	↓	Red	No comparable data available	
M67	Number of homelessness cases prevented	Council	Bigger is better	Monthly	35	Apr 2023	4	9	↓	Red	No comparable data available	
M68	Number of cases where Homelessness was Relieved	Council	Bigger is better	Monthly	25	Apr 2023	29	13	↑	Green	No comparable data available	
M69	Number of Homeless Applications Made	Council	N/A	Monthly		Apr 2023	202	230		N/A	No comparable data available	

## Mayor's Business Plan 2022-26 Performance Indicators - Outcome 5 - People can lead healthier and independent lives for longer

Ref.	Indicator	Council or partnership working	Bigger or smaller is better?	Frequency	Target	Latest date	Latest value	Previous value	Direction of travel	RAG	Benchmarking timeframe	Benchmark
M70	% of safeguarding intervention leading to reduction / removal of risk (closed episodes)	Council	Bigger is better	Monthly	95%	Jul 2023	100%	100%	▬	Green	No comparable data available	
M71	% of people who approach the council for help with adult care and that is resolved at the point of initial contact.	Council	Bigger is better	Monthly	75%	Jul 2023	74%	74%	↑	Amber	No comparable data available	
M72	% of people still at home after 91 days after returning home from using reablement service	Council	Bigger is better	Quarterly	85%	Q1 23/24	81%	90%	↓	Amber	FY 21-22 (London position)	85%
M73	Rate of 18-64 clients in long term care (per 100,000)	Council	Smaller is better	Monthly	805	Jul 2023	837	846	↑	Amber	FY 21-22 (London position)	805
M74	Rate of 65+ clients in Long term care (per 100,000)	Council	Smaller is better	Monthly	3,459	Jul 2023	4,399	4,412	↑	Red	FY 21-22 (England position)	3,459
M75	Rate of 18-64 clients supported to live independently (per 100,000)	Council	Smaller is better	Monthly	580	Jul 2023	769	765	↓	Red	FY 21-22 (London position)	580
M76	Rate of 65+ clients supported to live independently (per 100,000)	Council	Smaller is better	Monthly	2,019	Jul 2023	3,998	3,942	↓	Red	FY 21-22 (England position)	2,019
M77	Rate of 18-64 people in residential and nursing care (per 100,000)	Council	Smaller is better	Monthly	130	Jul 2023	170	175	↑	Red	FY 21-22 (London position)	130
M78	Rate of 65+ people in residential and nursing care (per 100,000)	Council	Smaller is better	Monthly	1,314	Jul 2023	1,499	1,520	↑	Red	FY 21-22 (England position)	1,314
M79	% of eligible adults managing their care via direct payment	Council	Bigger is better	Monthly	20%	Jul 2023	11%	11%	↑	Red	FY 21-22 (London position)	20%
M80	% of long term clients in care for more than 12+ months, who have had a review in the last 12 months	Council	Bigger is better	Monthly	41%	Jul 2023	40%	38%	↑	Amber	FY 21-22 (London position)	59%





**APPENDIX B**  
**Mayors Business Plan 2022-26**  
**Performance Report**  
**July 2023**

# Corporate Performance Framework

## RAG Rating Key

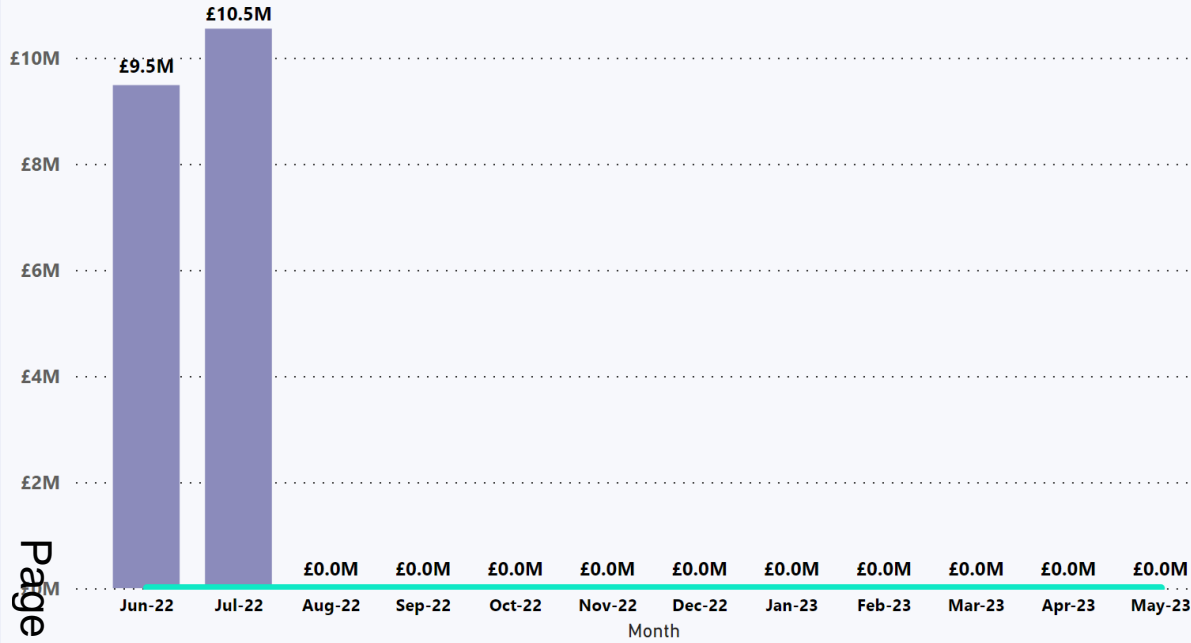
The Corporate Performance Indicators are RAG rated by the criteria outlined in the table below.

### RAG Rating Key

Key	RAG ▲
Performance has not met target and is out by over 10% / differs from comparators by over 10%	Red
Performance has not met target but is within 10% / differs from comparators but is within 10%	Orange
Performance has met or exceeded target / has matched one or more comparators	Green
Data has been submitted, but no target has been set.	Grey
No data has been submitted.	Black

### Variance against net budget requirement

● Indicator value    — Target    — Benchmark



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**Indicator Ref.**  
M01

**Outcome 1**  
The Council Balances its books, listens to residents and delivers good sustainable services

**Directorate**  
All directorates

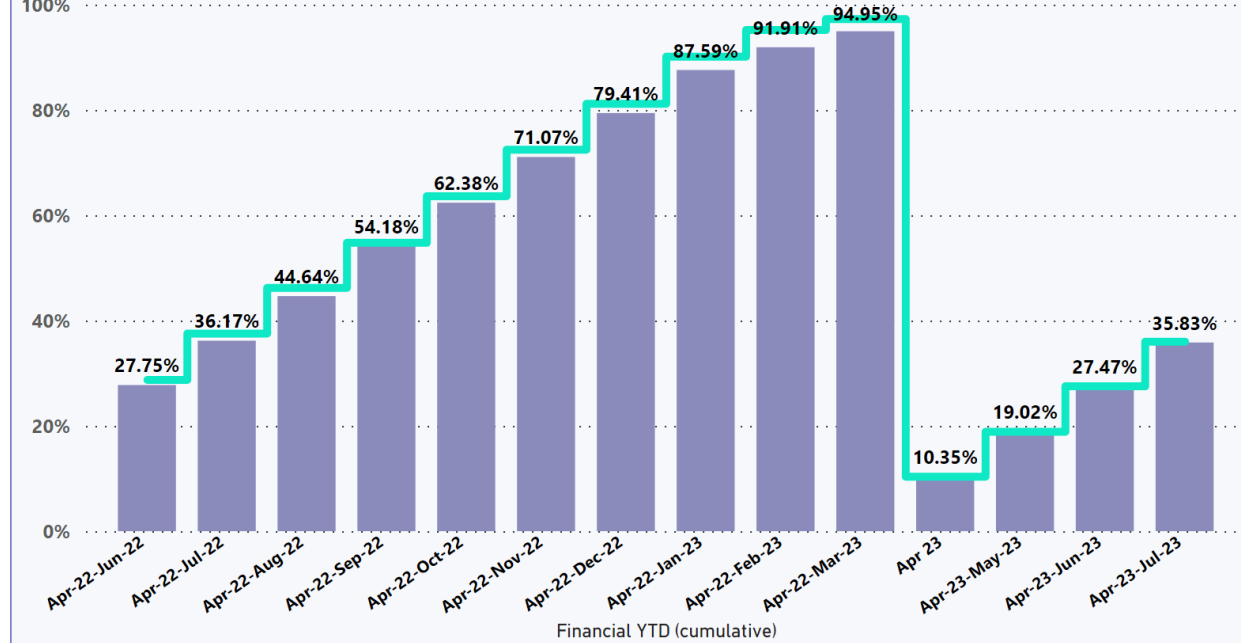
**RAG status - Green**

**Benchmarking timeframe**  
No comparable data available

**Comment**  
April 2023 was a narrative budget monitoring report and no variance against net budget requirement was projected

### Council Tax 'In-year' Collection rate

● Indicator value    — Target    — Benchmark



**Indicator Ref.**  
M03

**Outcome 1**  
The Council Balances its books, listens to residents and delivers good sustainable services

**Directorate**  
Resources

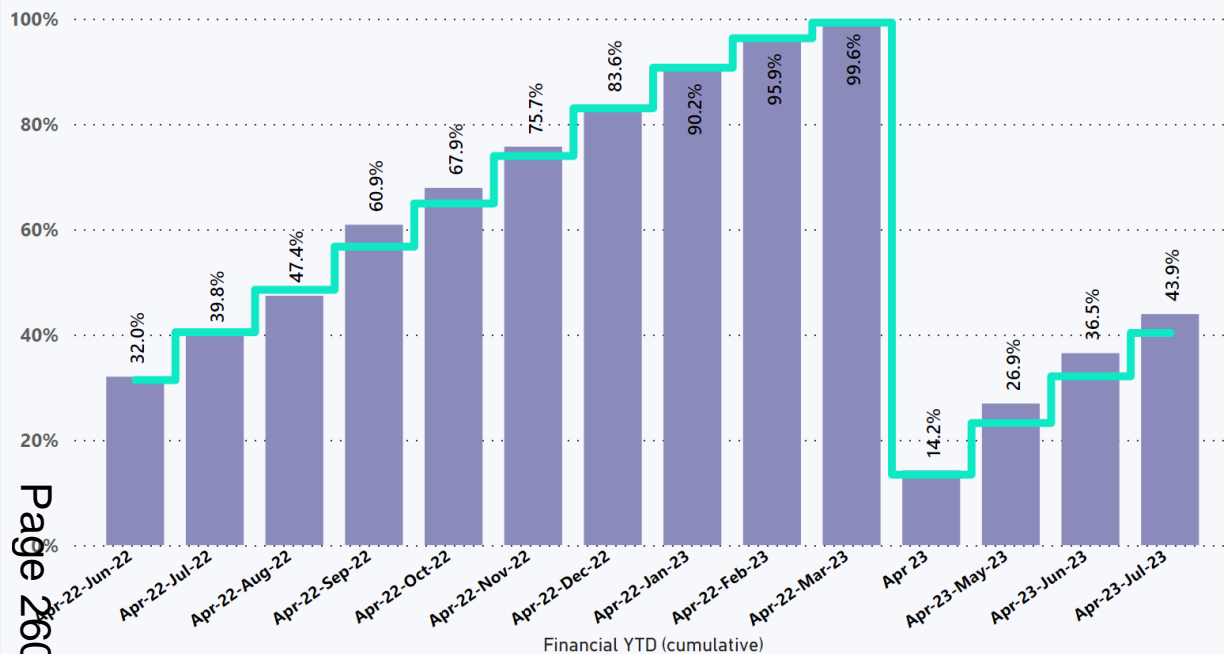
**RAG status - Amber**

**Benchmarking timeframe**  
No comparable data available

**Comment**  
In year collection target for end of July is 35.99% collection rate, the actual collection rate is 35.83% so Croydon is 0.16% behind the end of July target, this equates to approximately £497k as the Council Tax net collectable debit is nearly £311m.

### Non-Domestic Rates (Business Rates) Collection rate

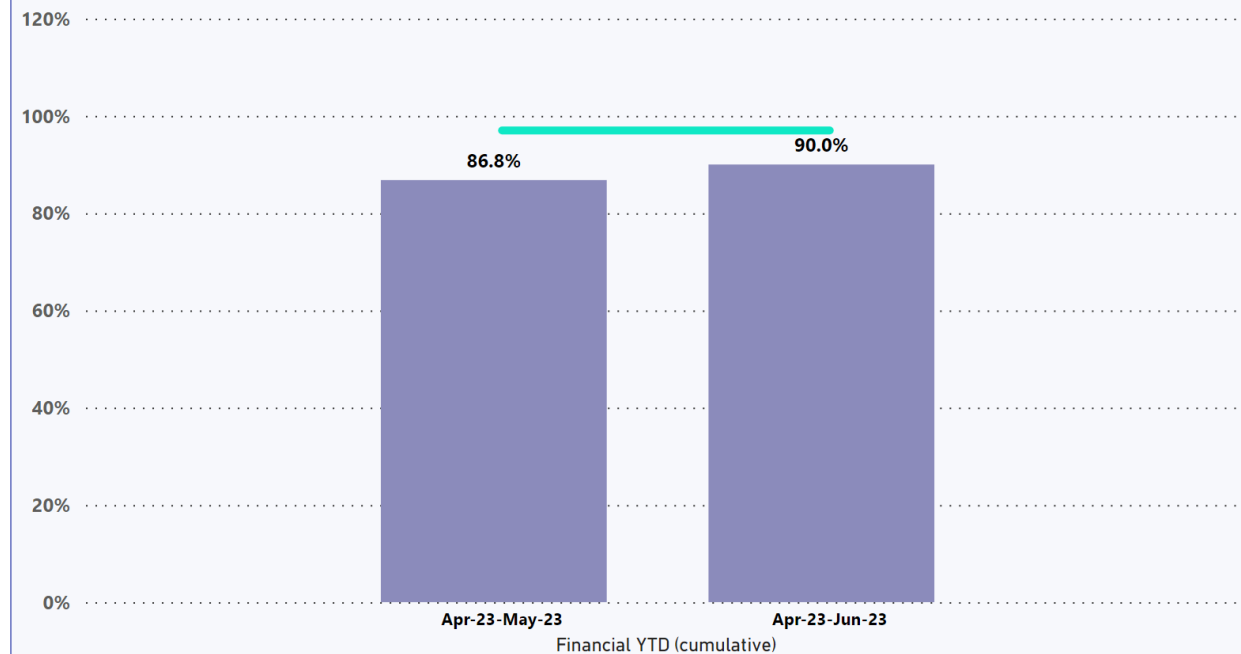
● Indicator value — Target — Benchmark



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### Rent collection on General needs stock

● Indicator value — Target — Benchmark



**Indicator Ref.**  
M05

**Outcome 1**  
The Council Balances its books, listens to residents and delivers good sustainable services

**Directorate**  
Resources

**RAG status - Green**

**Benchmarking timeframe**  
No comparable data available

**Comment**

In year collection for business rates as at end of July is 43.88% which is 3.6% above the end of July target of 40.28%

**Indicator Ref.**  
M06

**Outcome 1**  
The Council Balances its books, listens to residents and delivers good sustainable services

**Directorate**  
Housing

**RAG status - Amber**

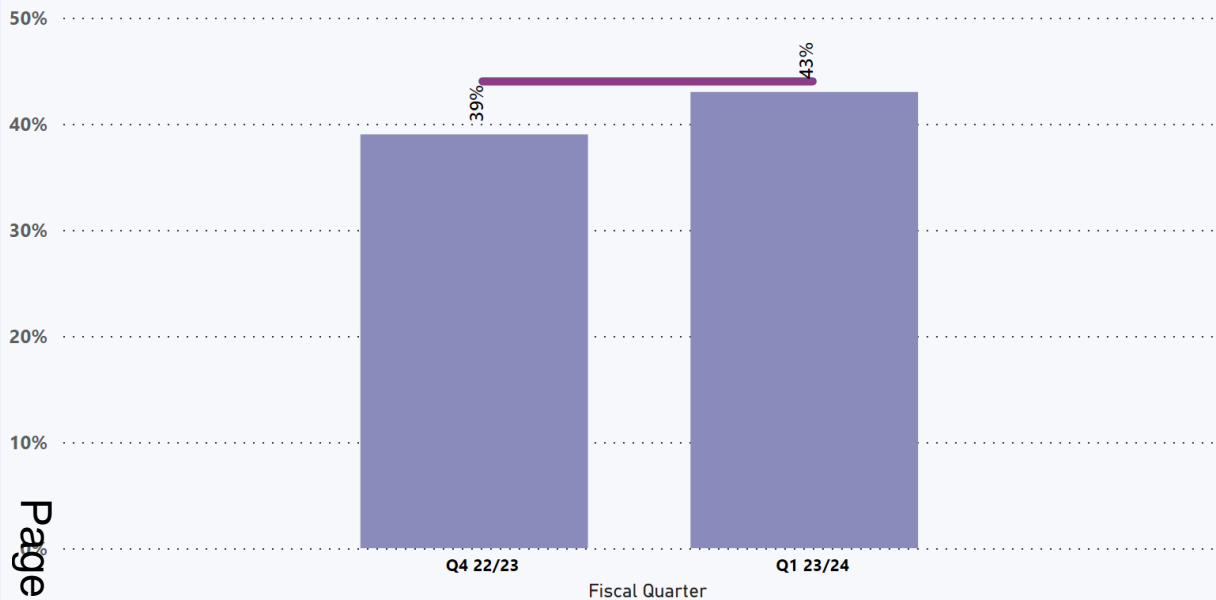
**Benchmarking timeframe**  
No comparable data available

**Comment**

The Housing department moved from 'OHMS' to 'NEC Housing' and are currently not in a position to deliver the full set of KPI reports at this point. The underlying data is still not 100% accurate which will impact the collection rates figures. Housing are treating this as a priority and are in discussions with NEC consultants to move this forward as soon as possible.

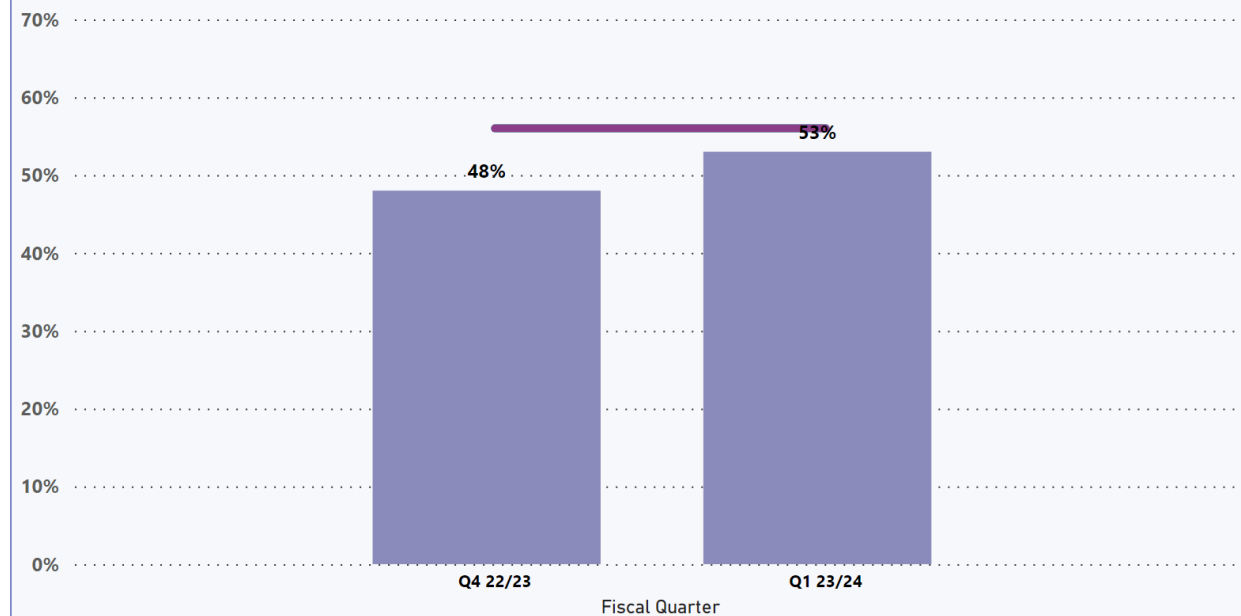
### Satisfaction that the landlord listens to tenant views and acts upon them

● Indicator value — Target — Benchmark



### % who are very or fairly satisfied with the way Croydon Council deals with repairs and maintenance

● Indicator value — Target — Benchmark



Indicator Ref.  
M07

**Outcome 1**  
The Council Balances its books, listens to residents and delivers good sustainable services

**Directorate**  
Housing

**RAG status - Amber**

**Benchmarking timeframe**  
2021-2023 London median

**Comment**

In quarter one Croydon Council has seen an increase in satisfaction that the landlord listens to tenants and acts upon them. This is a positive trajectory, which demonstrates the impact projects that actively engage with tenants e.g. estate photobook, Resident Engagement Strategy

Indicator Ref.  
M08

**Outcome 1**  
The Council Balances its books, listens to residents and delivers good sustainable services

**Directorate**  
Housing

**RAG status - Amber**

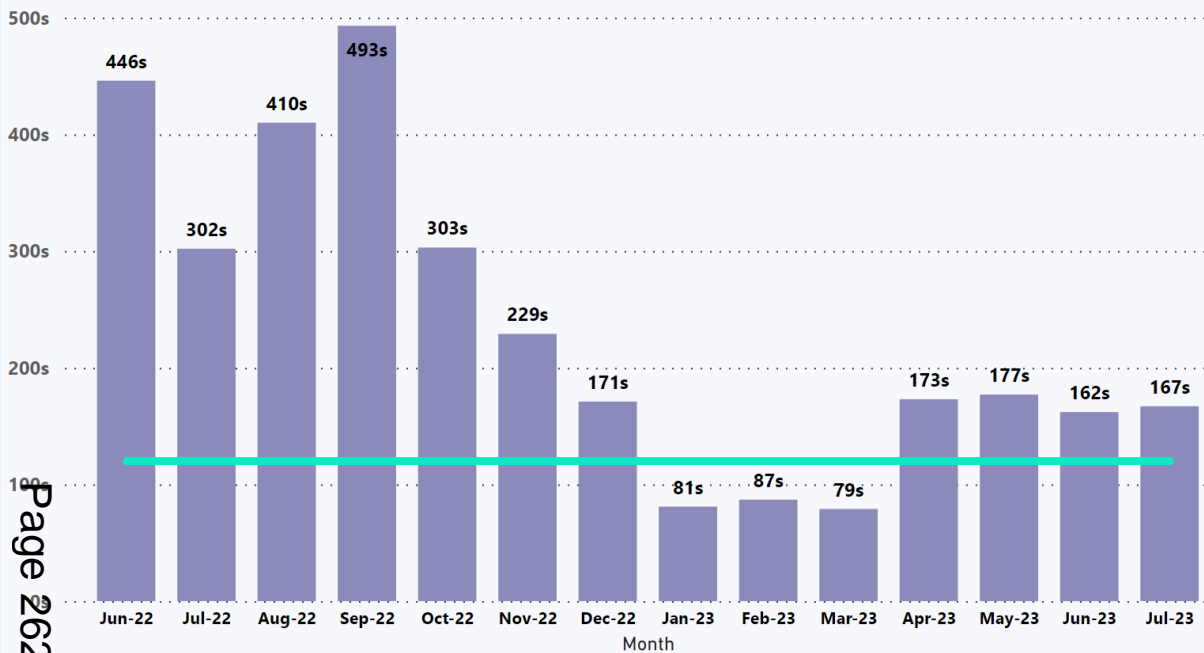
**Benchmarking timeframe**  
2021-2023 London median

**Comment**

For the first 6 months of this year, the previous contractors were still providing repairs and maintenance services. Early data suggests that in the 2 months since the new contractors have been providing services, there has been a substantial improvement in residents satisfaction with repairs & maintenance and it is expected this will continue to improve.

### Average council contact centre wait time

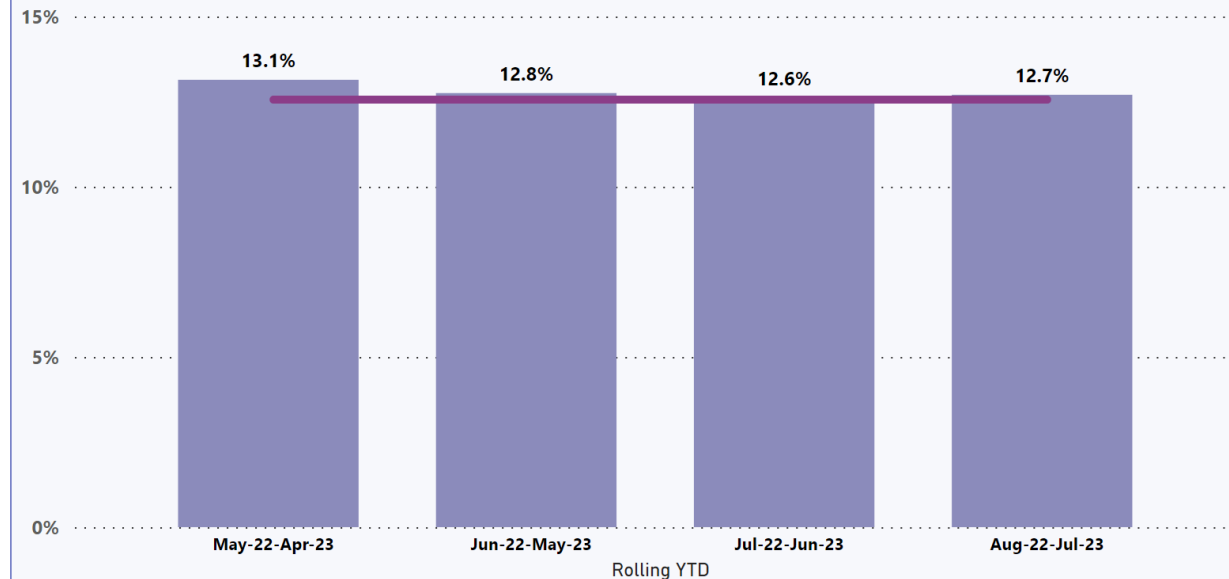
● Indicator value — Target — Benchmark



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### Staff Turnover rate (FTE who have left in the past 12 months divided by the total permanent staff)

● Indicator value — Target — Benchmark



**Indicator Ref.**  
M10

**Outcome 1**  
The Council Balances its books, listens to residents and delivers good sustainable services

**Directorate**  
Assistant Chief Executive

**RAG status - Red**

**Benchmarking timeframe**  
No comparable data available

**Comment**

Total number of calls for the month was 25,004 this was 3% down from June, however, 16% more calls than July 2022. The main reasons for the increase in calls were from Housing where 7752 calls were received. There has been a 28% in housing calls since March 23. These are due to the new NEC system not having full functionality, NEC online not going live as planned where residents can not currently self-serve. There has been an increase in calls about homelessness. There have also been issues with Clinical waste collections and delays in delivering new bins to residents. The team continue to have intermittent telephony issues with call dropouts and system freezes.

**Indicator Ref.**  
M11a

**Outcome 1**  
The Council Balances its books, listens to residents and delivers good sustainable services

**Directorate**  
All directorates

**RAG status - N/A**

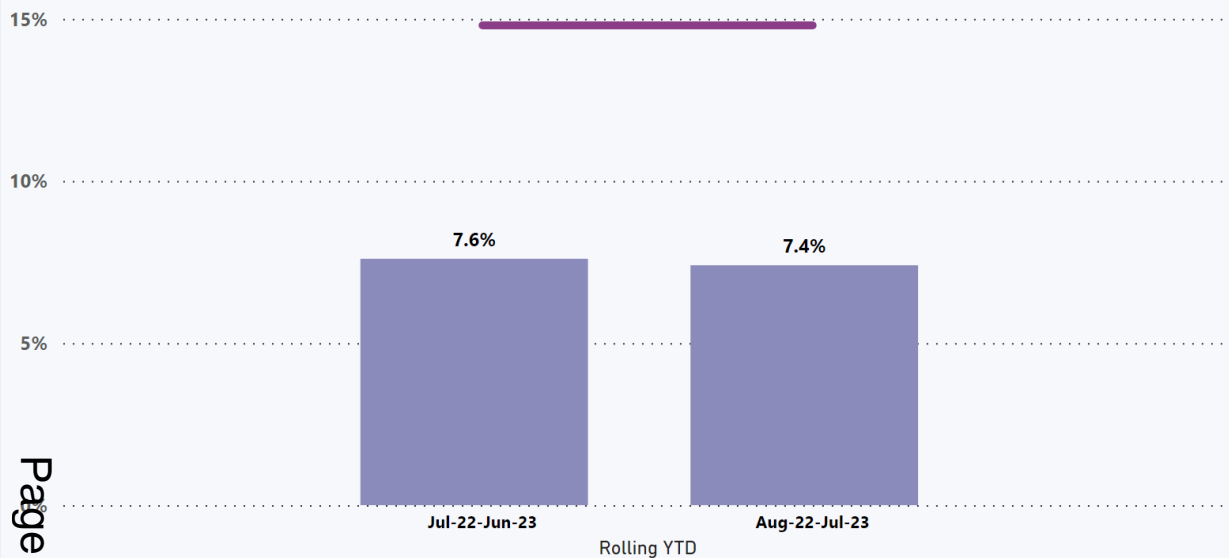
**Benchmarking timeframe**  
2021/22 London average

**Comment**

Staff turnover falls into two main categories, natural turnover, which is where staff leave arising from resignation. The other reason is where there is enforced turnover, such as redundancy, or other forms of dismissal. For financial year 2022/23 there were 424 leavers across the council, of whom 344 (81%) were due to natural turnover, and 80 (19%) arose from enforced turnover. Through pillar 5 of the council's People and Cultural Transformation Strategy (attraction and retention) measures and action have been identified to improve staff retention.

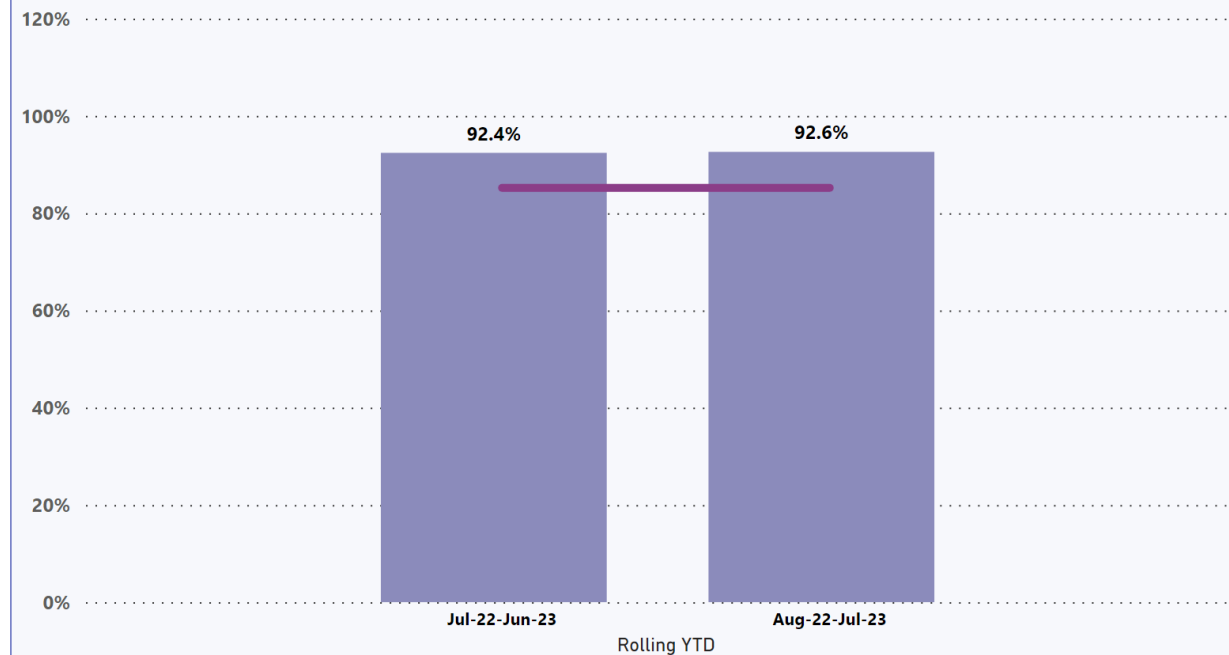
### Staff Turnover rate - enforced turnover (redundancy or other forms of dismissal)

● Indicator value — Target — Benchmark



### Staff Turnover rate - natural turnover (staff leaving from resignation)

● Indicator value — Target — Benchmark



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Indicator Ref. M11b

**Outcome 1**  
The Council Balances its books, listens to residents and delivers good sustainable services

**Directorate**  
All directorates

RAG status - N/A

**Benchmarking timeframe**  
2021/22 London average

**Comment**  
Staff turnover falls into two main categories, natural turnover, which is where staff leave arising from resignation. The other reason is where there is enforced turnover, such as redundancy, or other forms of dismissal. For financial year 2022/23 there were 424 leavers across the council, of whom 344 (81%) were due to natural turnover, and 80 (19%) arose from enforced turnover. Through pillar 5 of the council's People and Cultural Transformation Strategy (attraction and retention) measures and action have been identified to improve staff retention.

Indicator Ref. M11c

**Outcome 1**  
The Council Balances its books, listens to residents and delivers good sustainable services

**Directorate**  
All directorates

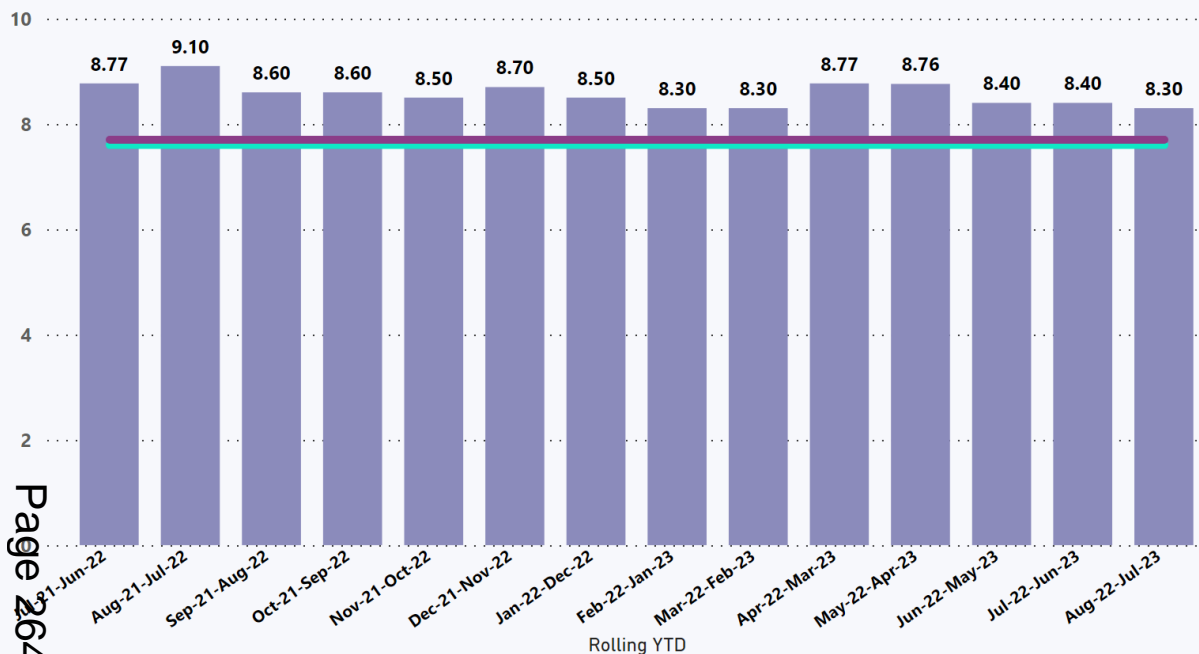
RAG status - N/A

**Benchmarking timeframe**  
2021/22 London average

**Comment**  
Staff turnover falls into two main categories, natural turnover, which is where staff leave arising from resignation. The other reason is where there is enforced turnover, such as redundancy, or other forms of dismissal. For financial year 2022/23 there were 424 leavers across the council, of whom 344 (81%) were due to natural turnover, and 80 (19%) arose from enforced turnover. Through pillar 5 of the council's People and Cultural Transformation Strategy (attraction and retention) measures and action have been identified to improve staff retention.

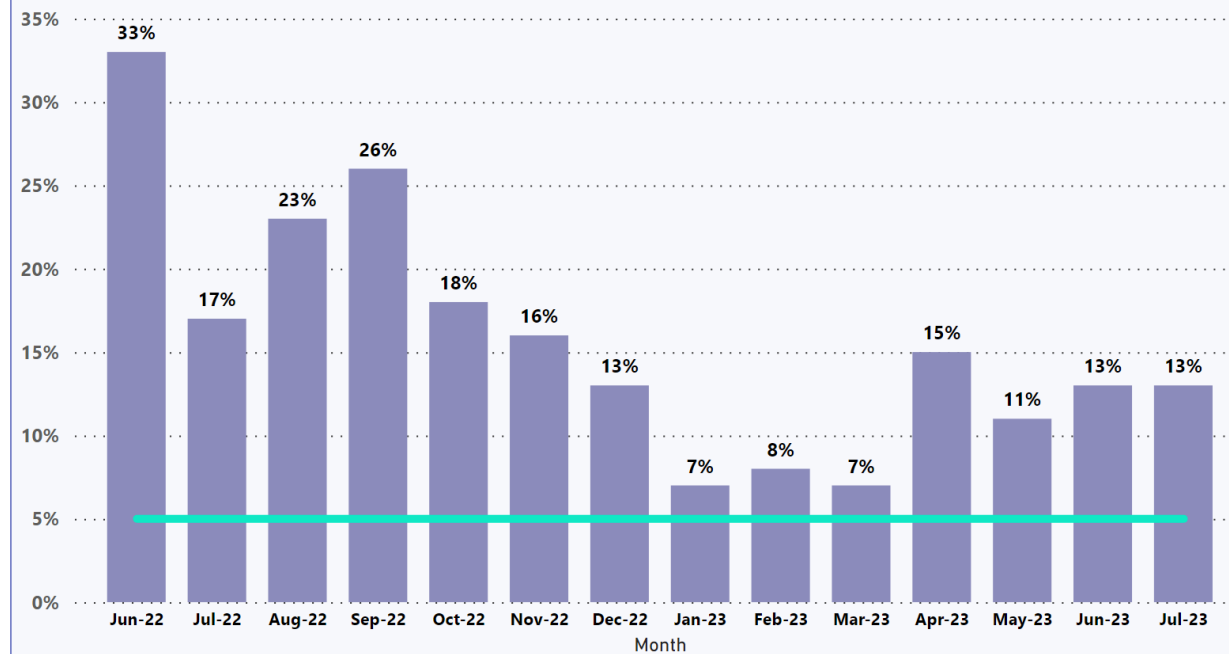
### Sickness - number of sick days per FTE

● Indicator value — Target — Benchmark



### % of residents that ended the call before we spoke to them

● Indicator value — Target — Benchmark



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Indicator Ref.  
M12

Outcome 1  
The Council Balances its books, listens to residents and delivers good sustainable services

Directorate  
All directorates

RAG status - Amber

Benchmarking timeframe  
Rolling Year to Mar 21 (London position)

Comment

The Human Resources department are taking action to provide monthly sickness dashboards and sickness procedure cases to DMT's, so that sickness panels are held to review concerning trends and cases and that appropriate action is put in place in line with the council's sickness absence policy.

Through the health and wellbeing group, and in tandem with partners such as the Guardians, Croydon Council is seeking to explore the main reasons for mental health sickness absence (which is the predominant reasons for sickness absence) so that the root causes can be tackled. A data dashboard is also being developed to support the measurement of the work and cause and effect relationships between actions and outcomes.

Indicator Ref.  
M13

Outcome 1  
The Council Balances its books, listens to residents and delivers good sustainable services

Directorate  
Assistant Chief Executive

RAG status - Red

Benchmarking timeframe  
No comparable data available

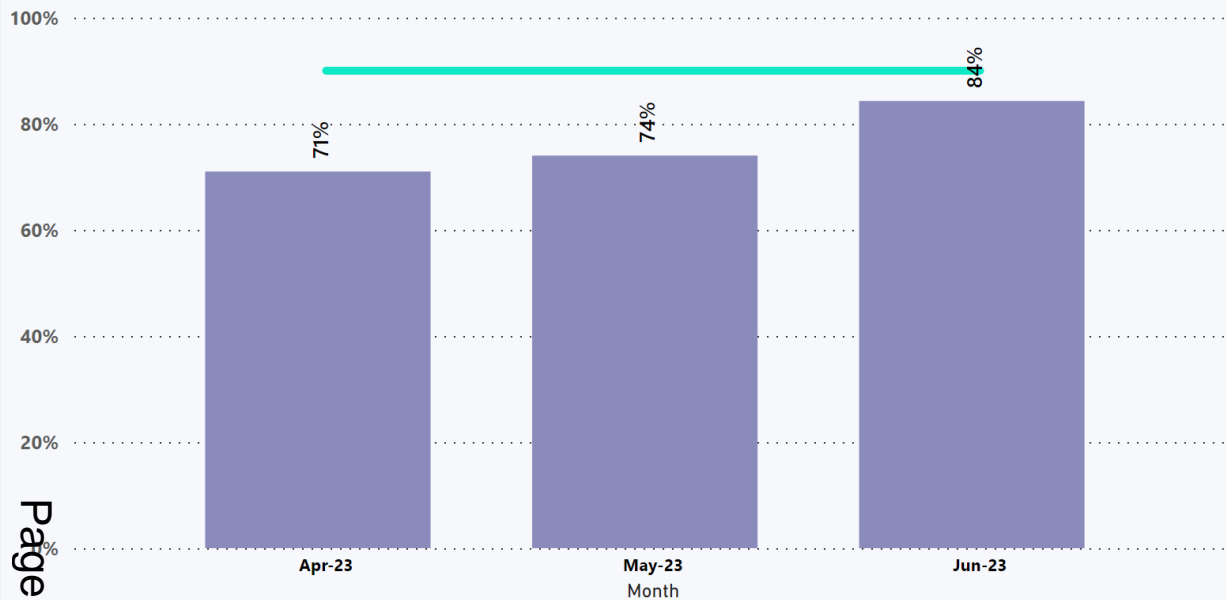
Comment

Total number of calls for the month was 25,004 this was 3% down from June, however, 16% more calls than July 2022. The main reasons for the increase in calls were from Housing where 7552 calls have been received. There has been a 28% in housing calls since March 23. These are due to the new NEC system not having full functionality, NEC online not going live as planned where residents can not currently self-serve. There has been an increase in calls about homelessness. There have also been issues with Clinical waste collections and delays in delivering new bins to residents. The team continue to have intermittent telephony issues with call dropouts and system freezes.



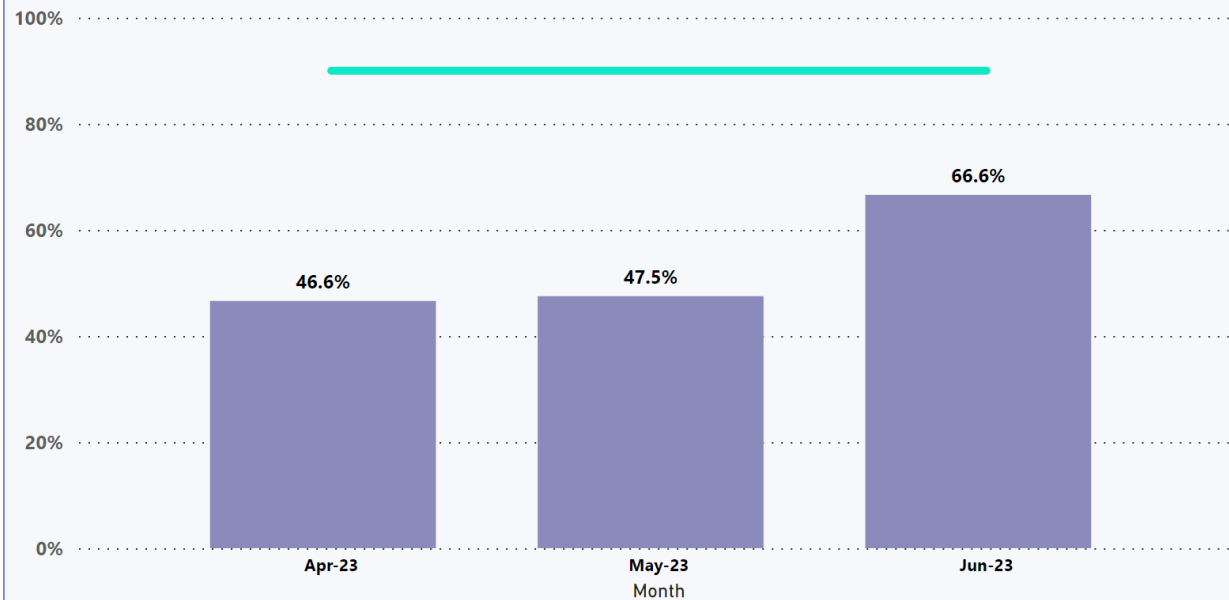
### FOI responded to on time

● Indicator value ● Target ● Benchmark



### SARs responded to on time

● Indicator value ● Target ● Benchmark



Indicator Ref.  
M14

**Outcome 1**  
The Council Balances its books, listens to residents and delivers good sustainable services

**Directorate**  
All directorates

**RAG status - Amber**

**Benchmarking timeframe**  
No comparable data available

**Comment**

This KPI's data and the way it has been calculated has been changed effective from April '23 to align with the requirements of the Information Commissioner's Office standards. The format these stats are being published in is being amended to ensure that the Council measures its performance against the ICO set template and maintains consistency in the manner its performance is reported. This template is shared with the ICO on a monthly basis to enable them to monitor our improvements. This web page [www.croydon.gov.uk/foi-improvement-action-plan](http://www.croydon.gov.uk/foi-improvement-action-plan) shows the steps that are being taken to make improvements to our compliance with this legislation. Croydon Council has received positive acknowledgement from the ICO on meeting this requirement as part of the enforcement notice issued 26 June 2023.

Indicator Ref.  
M15

**Outcome 1**  
The Council Balances its books, listens to residents and delivers good sustainable services

**Directorate**  
All directorates

**RAG status - Red**

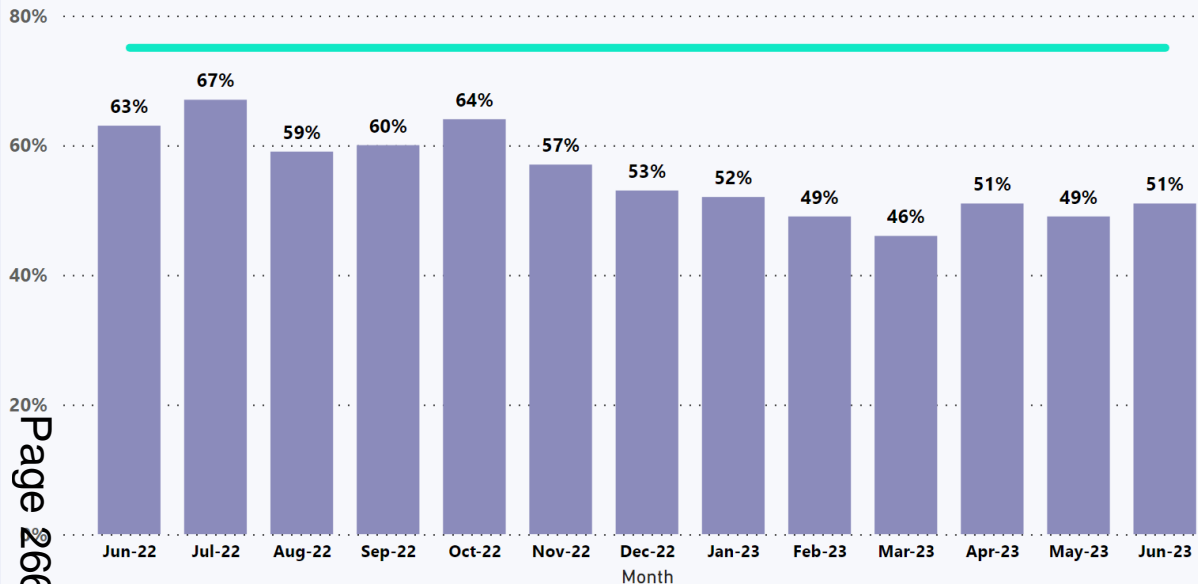
**Benchmarking timeframe**  
No comparable data available

**Comment**

This KPI's data and the way it has been calculated has been changed effective from April '23 to align with the requirements of the Information Commissioner's Office standards. The format these stats are being published in is being amended to ensure that the Council measures its performance against the ICO set template and maintains consistency in the manner its performance is reported. This template is shared with the ICO on a monthly basis to enable them to monitor our improvements. Croydon council received correspondence from the ICO 25 July 2023 that they are satisfied with the progress LBC is making to its performance and have closed their investigation with no further action. They will continue to monitor and work with Croydon to improve their performance and if any issues arise they may review this decision at a later date.

## Complaints responded to on time

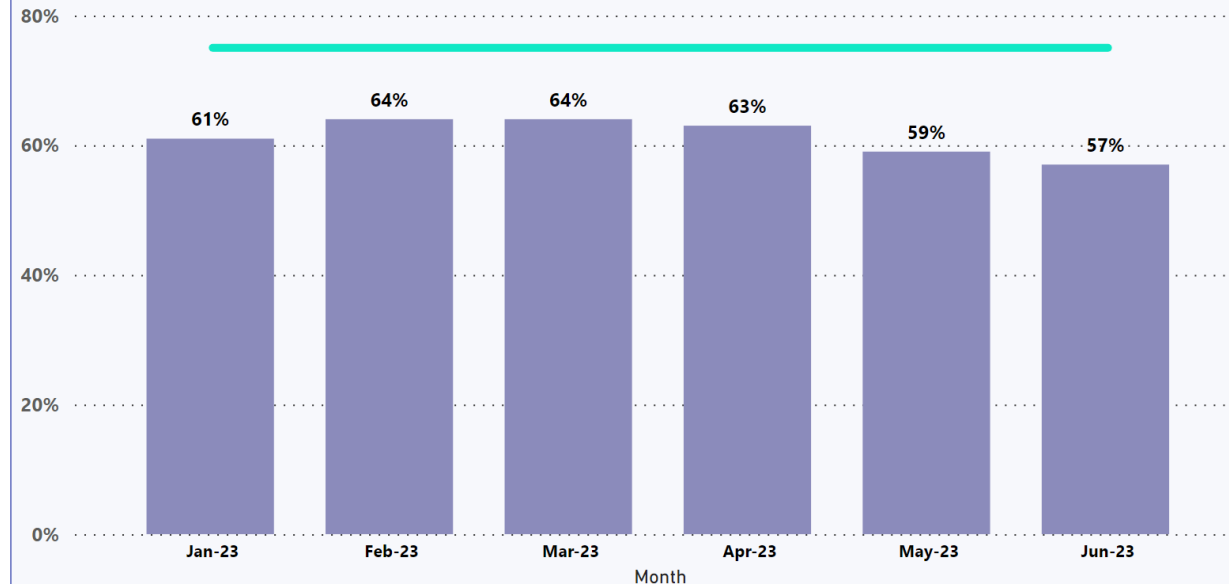
● Indicator value — Target — Benchmark



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## Member Enquiries responded to on time

● Indicator value — Target — Benchmark



**Indicator Ref.**  
M16

**Outcome 1**  
The Council Balances its books, listens to residents and delivers good sustainable services

**Directorate**  
All directorates

**RAG status - Red**

**Benchmarking timeframe**  
No comparable data available

**Comment**

Weekly reports are sent to all services on open and overdue cases, the complaints team meet with services and discuss performance, reports are generated for DMTs quarterly and monthly bulletins are sent to all DCO's. SLA's are relatively static at present, however this is largely dependent on what is happening within individual services - issues include resource (sickness and vacancies in key posts) and challenges that are consistently changing within the services. The information management team work across the organisation to provide support where possible. Response management difficulties is contained within a few services and not organisational wide. Includes currently open cases within timescales. Data taken from live database, previous data has been updated retrospectively

**Indicator Ref.**  
M17

**Outcome 1**  
The Council Balances its books, listens to residents and delivers good sustainable services

**Directorate**  
All directorates

**RAG status - Red**

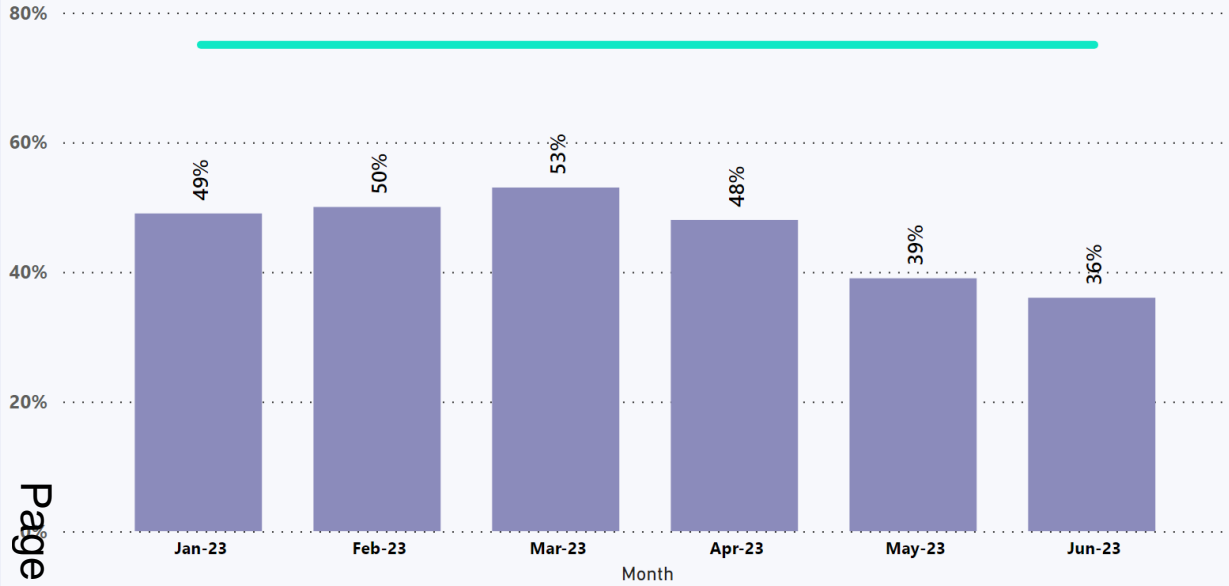
**Benchmarking timeframe**  
No comparable data available

**Comment**

Weekly reports are sent to all services on open and overdue cases, the complaints team meet with services and discuss performance, reports are generated for DMTs quarterly and monthly bulletins are sent to all DCO's. SLA's are relatively static at present, however this is largely dependent on what is happening within individual services - issues include resource (sickness and vacancies in key posts) and challenges that are consistently changing within the services. The information management team work across the organisation to provide support where possible. Response management difficulties is contained within a few services and not organisational wide. Excludes Mayoral enquiries which are recorded as a separate request type.

## MP enquiries responded to on time

● Indicator value — Target — Benchmark



Indicator Ref.  
M18

**Outcome 1**  
The Council Balances its books, listens to residents and delivers good sustainable services

**Directorate**  
All directorates

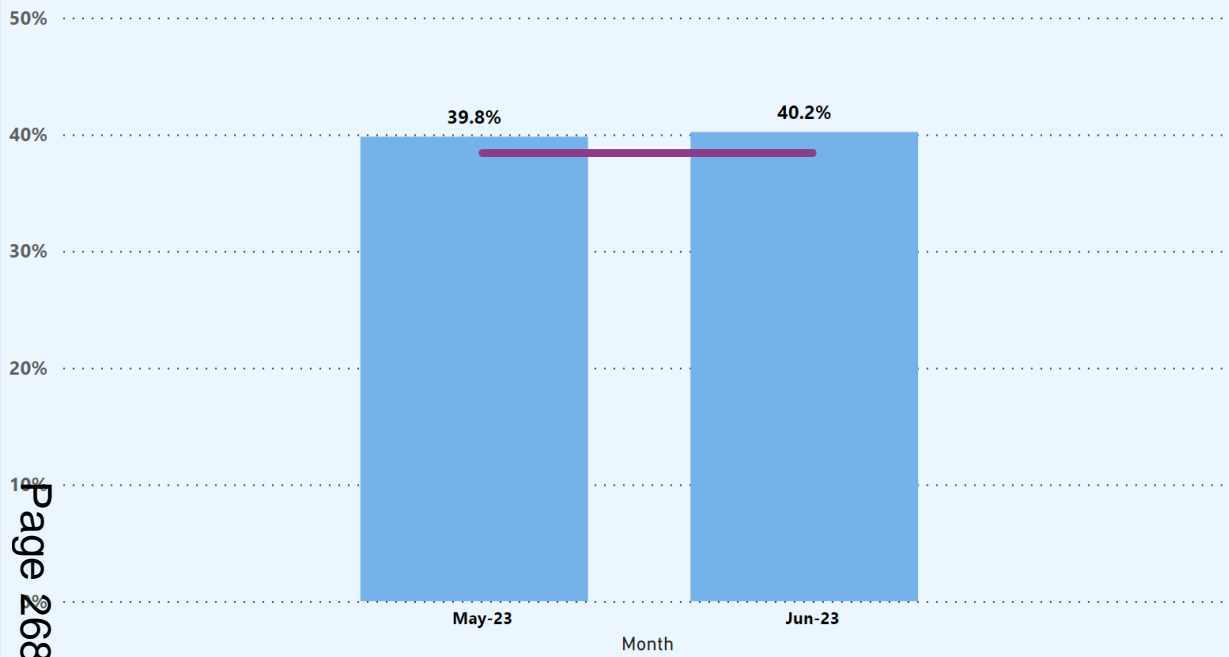
**RAG status - Red**

**Benchmarking timeframe**  
No comparable data available

**Comment**  
Weekly reports are sent to all services on open and overdue cases, the complaints team meet with services and discuss performance, reports are generated for DMTs quarterly and monthly bulletins are sent to all DCO's. SLA's are relatively static at present, however this is largely dependent on what is happening within individual services - issues include resource (sickness and vacancies in key posts) and challenges that are consistently changing within the services. The information management team work across the organisation to provide support where possible. Response management difficulties is contained within a few services and not organisational wide.

### % of people claiming universal credit who are in employment

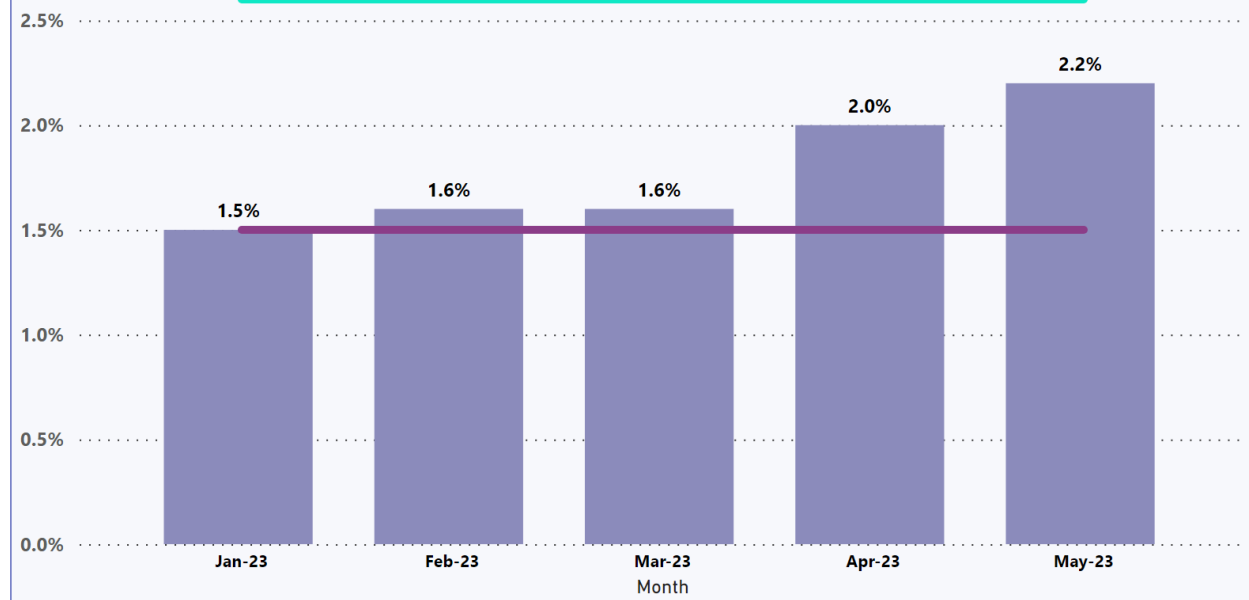
● Indicator value ● Target ● Benchmark



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### Proportion of 16 and 17 year olds who were not in education, employment or training (NEET)

● Indicator value ● Target ● Benchmark



**Indicator Ref.**  
M19

**Outcome 2**  
Croydon is a place of opportunity for business, earning and learning

**Directorate**  
Partnership working

**RAG status - N/A**

**Benchmarking timeframe**  
June 2023 (London average)

**Comment**

Croydon Council are working to address in work poverty through a number of initiatives that include Croydon Works (who have placed 132 residents into London living wage work since April 2023), Work & Health Programme (who work closely with residents with disabilities and support them into work and have new targets for higher earnings threshold) and the Croydon Employment & Skills Network who are shaping the UKSPF funding to ensure maximum impact to increase skills and employability for Croydon residents to access London living wage jobs.

**Indicator Ref.**  
M20

**Outcome 2**  
Croydon is a place of opportunity for business, earning and learning

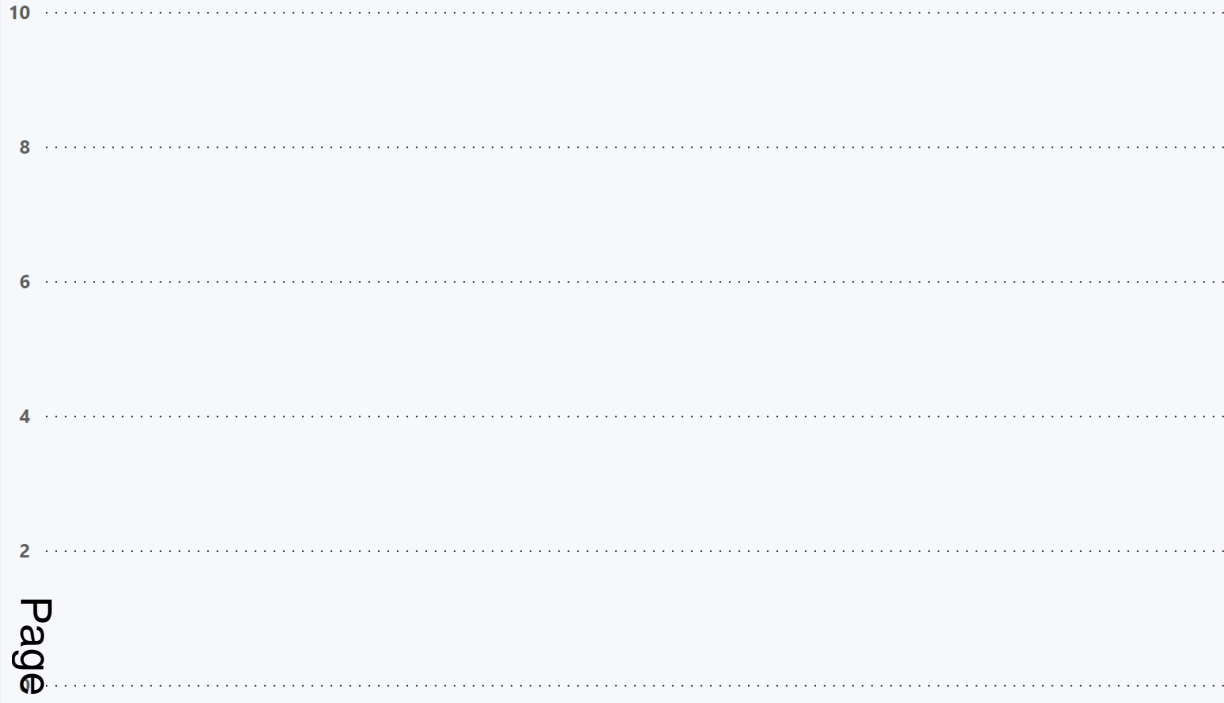
**Directorate**  
Children, Young People and Education

**RAG status - Green**

**Benchmarking timeframe**  
Average of Dec 21, Jan 22 and Feb 22 (London position)

**Comment**

## Number of apprenticeship schemes started across the council



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**Indicator Ref.**  
M21

**Outcome 2**  
Croydon is a place of opportunity for business, earning and learning

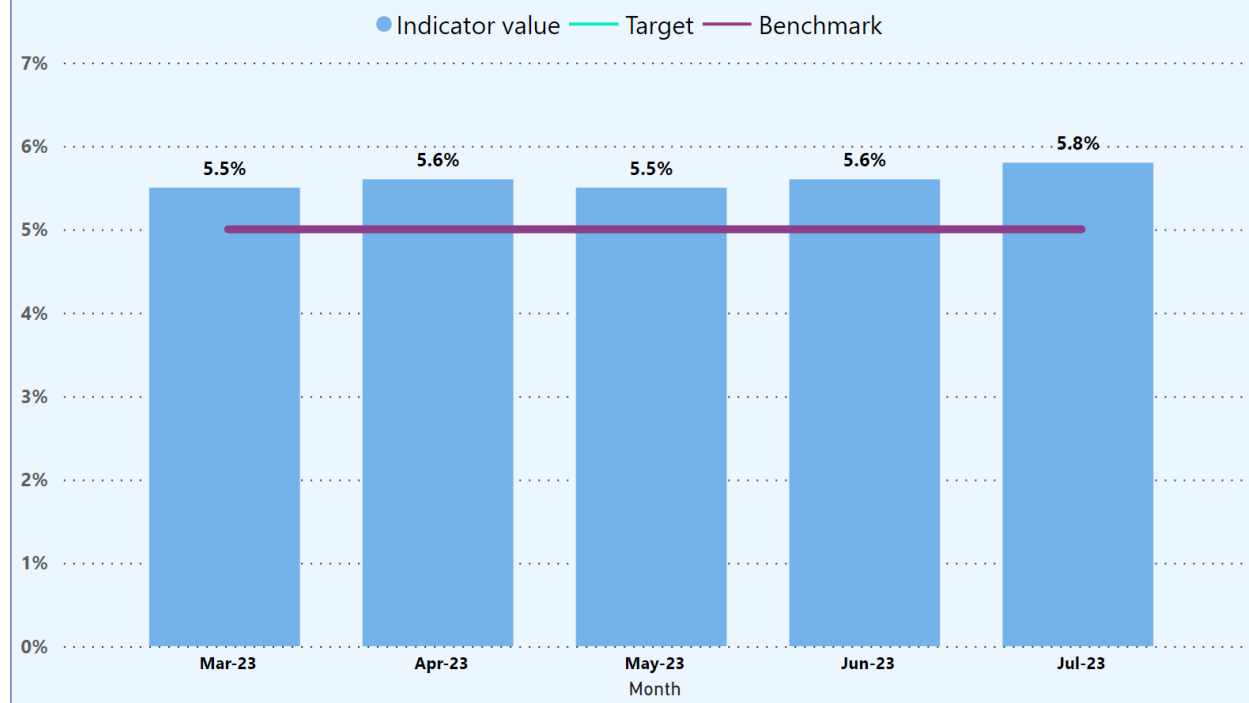
**Directorate**  
Sustainable Communities, Regen & Economic Recovery

**RAG status - N/A**

**Benchmarking timeframe**  
No comparable data available

**Comment**  
 The Croydon target is to have 72 apprenticeships between September 2023 and March 2024. This will comprise of 2 main cohorts (42 in September 2023 and 30 in January 2024). The employment, skills and economic development team will have the first set of data in October.  
 Of the 72 apprenticeships, 30 will be continuous professional development and 42 will be new entry apprenticeships

## Croydon unemployment rate



**Indicator Ref.**  
M22

**Outcome 2**  
Croydon is a place of opportunity for business, earning and learning

**Directorate**  
Partnership working

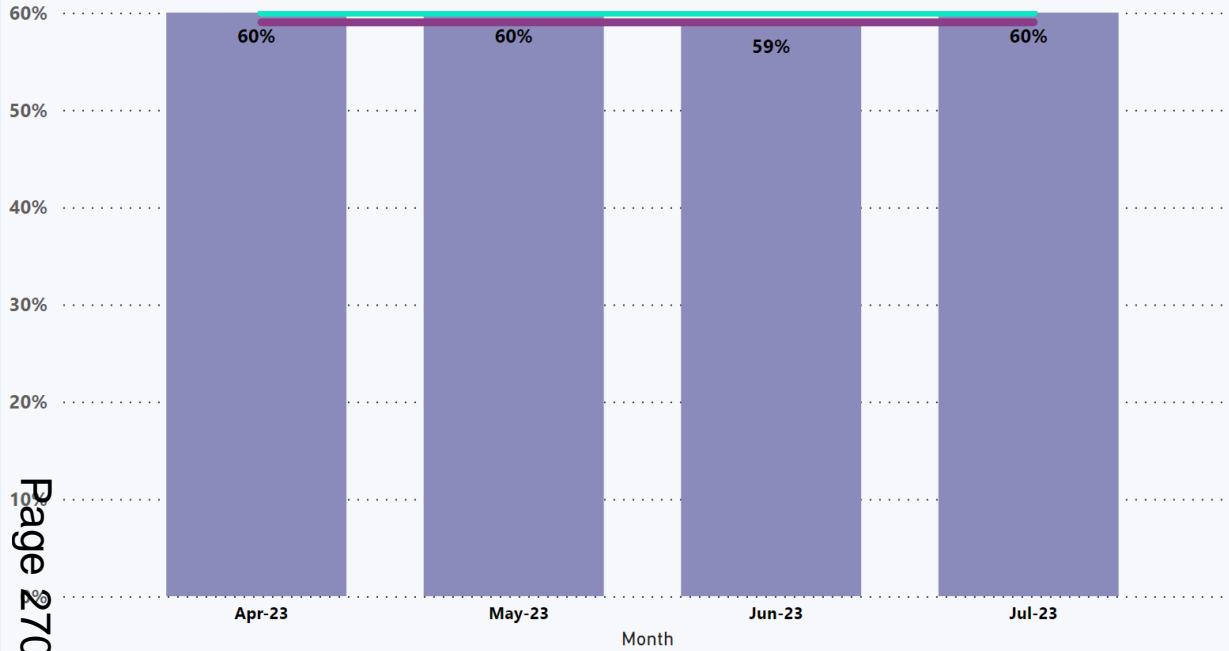
**RAG status - N/A**

**Benchmarking timeframe**  
July 2023 (London position)

**Comment**  
 Croydon Council are working to address unemployment through a number of initiatives that include Croydon Works (who have placed 132 residents into London living wage work since April 2023), Work & Health Programme (who work closely with residents with disabilities and support them into work and have new targets for higher earnings threshold) and the Croydon Employment & Skills Network who are shaping the UKSPF funding to ensure maximum impact to increase skills and employability for Croydon residents to access London living wage jobs.

### % of care leavers in employment, education or training (EET) now aged 19 to 21

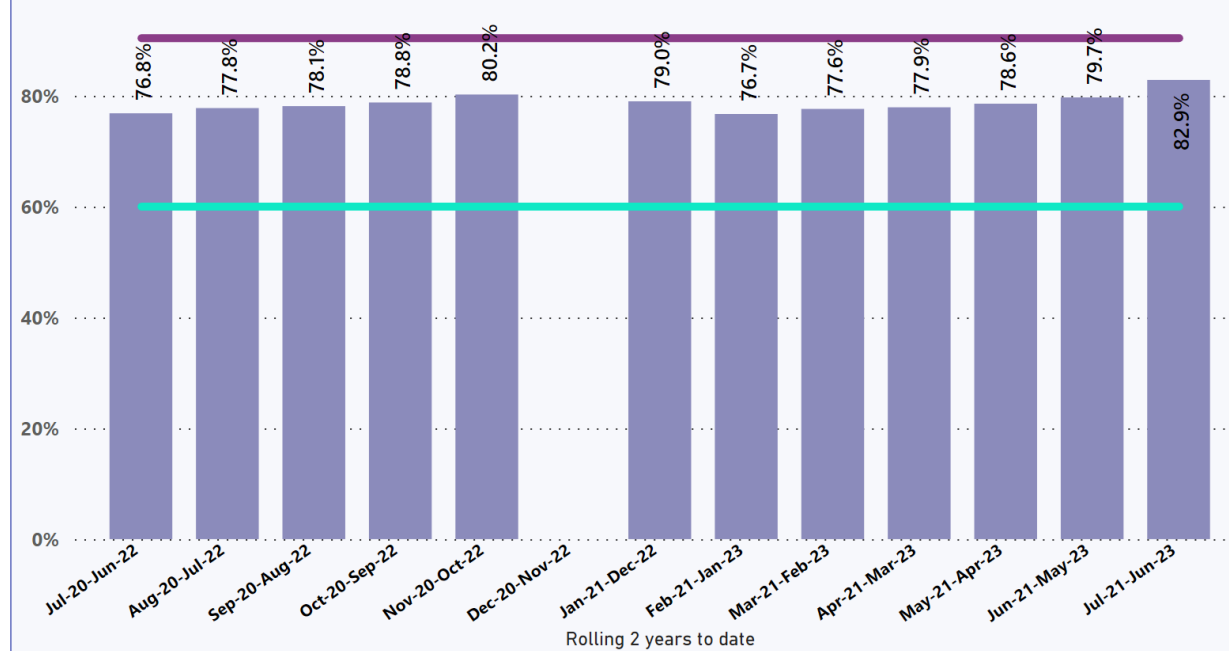
● Indicator value — Target — Benchmark



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### Major Planning applications determined in time over a rolling 2 year period

● Indicator value — Target — Benchmark



**Indicator Ref.**  
M23

**Outcome 2**  
Croydon is a place of opportunity for business, earning and learning

**Directorate**  
Children, Young People and Education

**RAG status - Green**

**Benchmarking timeframe**  
2021/22 (London position)

**Comment**

**Indicator Ref.**  
M24

**Outcome 2**  
Croydon is a place of opportunity for business, earning and learning

**Directorate**  
Sustainable Communities, Regen & Economic Recovery

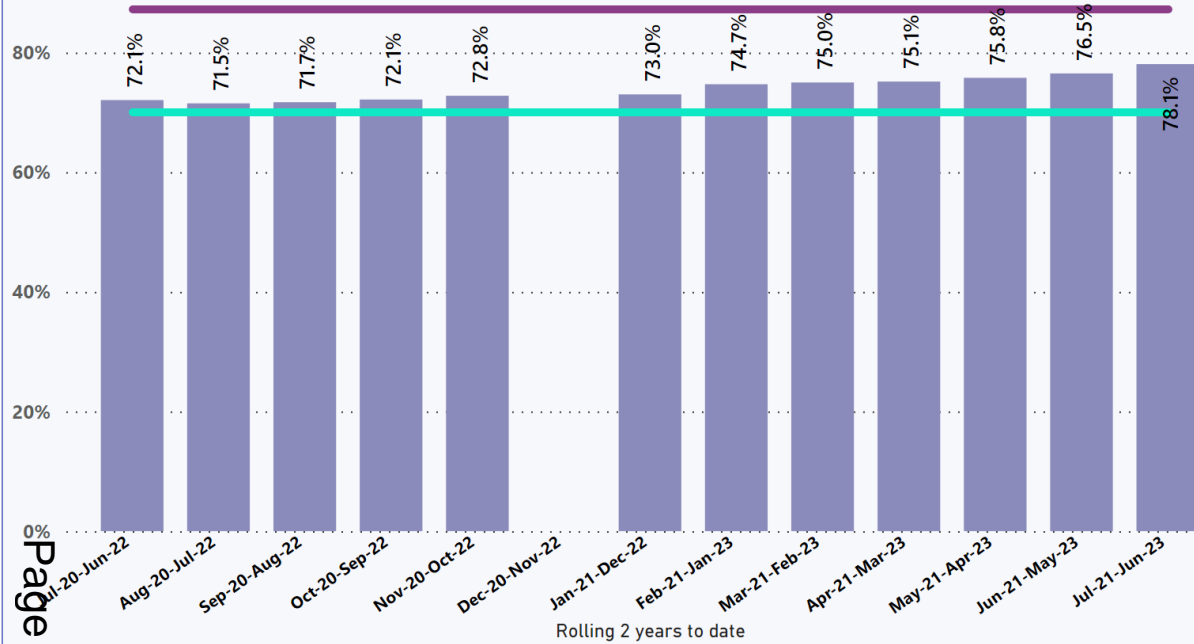
**RAG status - Green**

**Benchmarking timeframe**  
24 months to end of March 2022 (London position)

**Comment**  
Current performance on Major applications remains above the government target which is positive. July saw a small increase of 3% in the level of performance reported in June. This is a very small movement in the position and demonstrates that the Team is continuing to perform at a consistent level.

## Non- Major Planning applications determined in time over a rolling 2 year period

● Indicator value — Target — Benchmark



Indicator Ref.

M25

Outcome 2

Croydon is a place of opportunity for business, earning and learning

Directorate

Sustainable Communities, Regen & Economic Recovery

RAG status - Green

Benchmarking timeframe

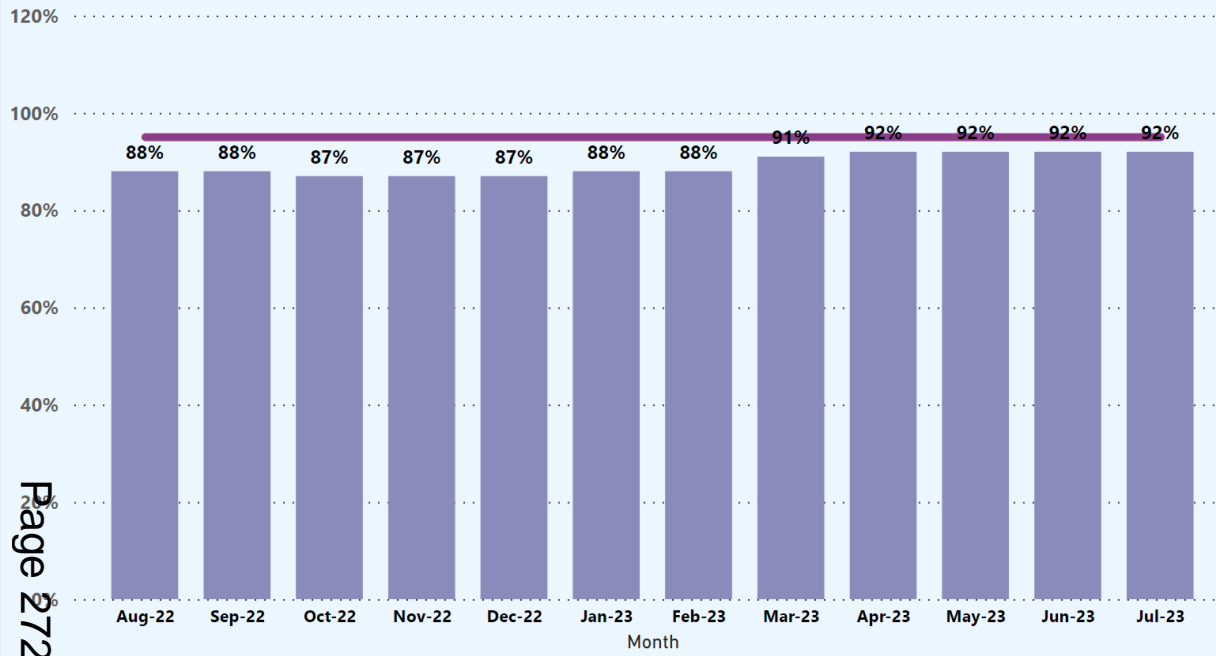
24 months to end of March 2022 (London position)

Comment

Performance July has seen a small increase in performance to that reported in June. It should be noted that this target relates to a large number of applications and therefore it takes a significant number of decisions determined in time to increase the performance over the 2 year rolling period. But it should be noted that performance continues to increase. As previously reported the Planning Advisory Service undertook a Development Management review and Peer Challenge in the Summer of 2022. Their findings have now been received and the Team are in the process of reviewing and starting to formulate a Transformation Plan for Development Management

### Percentage of schools rated 'good' or 'outstanding'

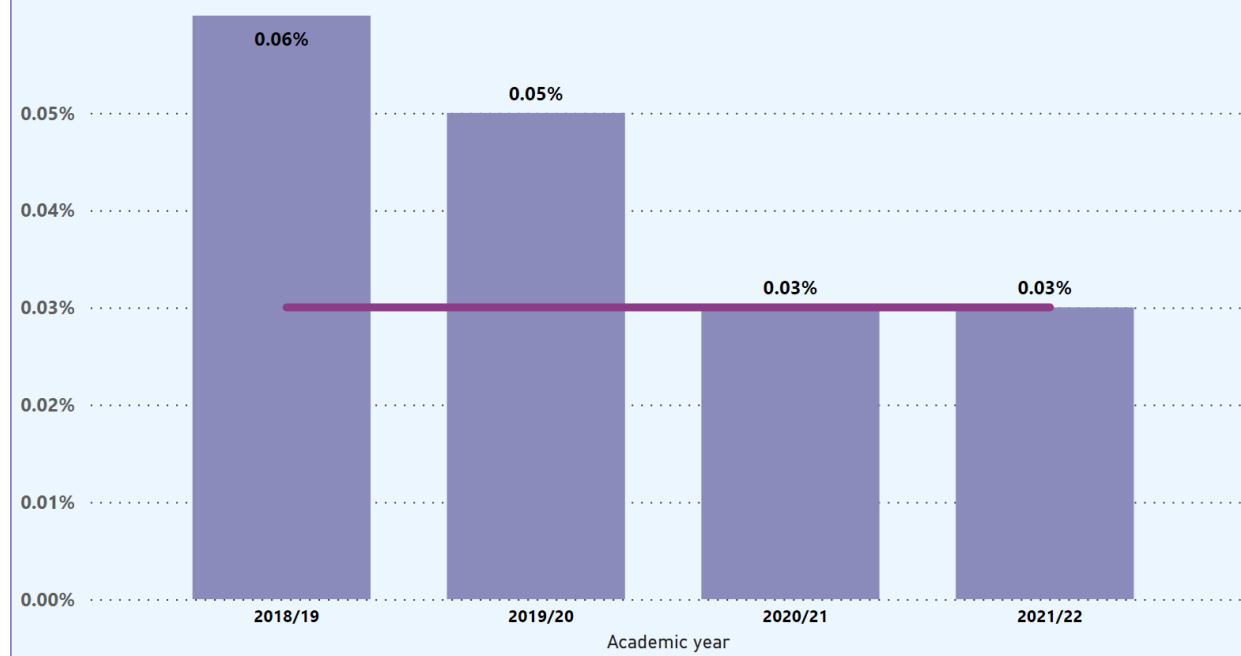
● Indicator value — Target — Benchmark



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### Permanent exclusions from schools as a percentage of the school population

● Indicator value — Target — Benchmark



**Indicator Ref.**  
M26

**Outcome 3**  
Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

**Directorate**  
Partnership working

**RAG status - N/A**

**Benchmarking timeframe**  
June 23 (London position)

**Comment**

In July 92% of Croydon schools are rated 'good' or 'outstanding'. This is an improvement of 4% compared to the data as end August 2022.

**Indicator Ref.**  
M27

**Outcome 3**  
Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

**Directorate**  
Council & Partnership working

**RAG status - N/A**

**Benchmarking timeframe**  
2020/21 Academic Year (London position)

**Comment**

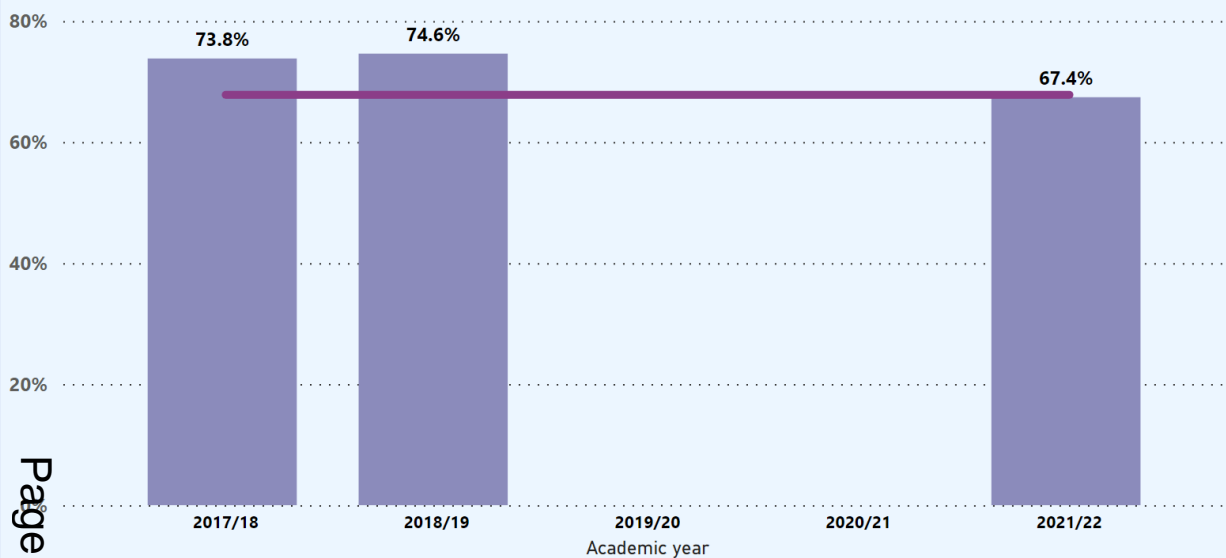
Like the previous year, the 2020/21 academic year was affected by the COVID-19 pandemic. Schools were open to all pupils in the Autumn term, however during the Spring term schools were only open to key worker and vulnerable children from January for the first half term, before all pupils returned during the second half term. During this period online tuition was provided for pupils. Schools were then open to all pupils during the Summer term.

As with 2019/20, while suspensions and permanent exclusions were possible throughout the academic year, these restrictions will have had an impact on the numbers presented and caution should be taken when comparing across years.



## EYFS (Early Years Foundation Stage) - Percentage of children achieving a good level of development

● Indicator value — Target — Benchmark



Indicator Ref.  
M28

**Outcome 3**  
Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

**Directorate**  
Partnership working

RAG status - N/A

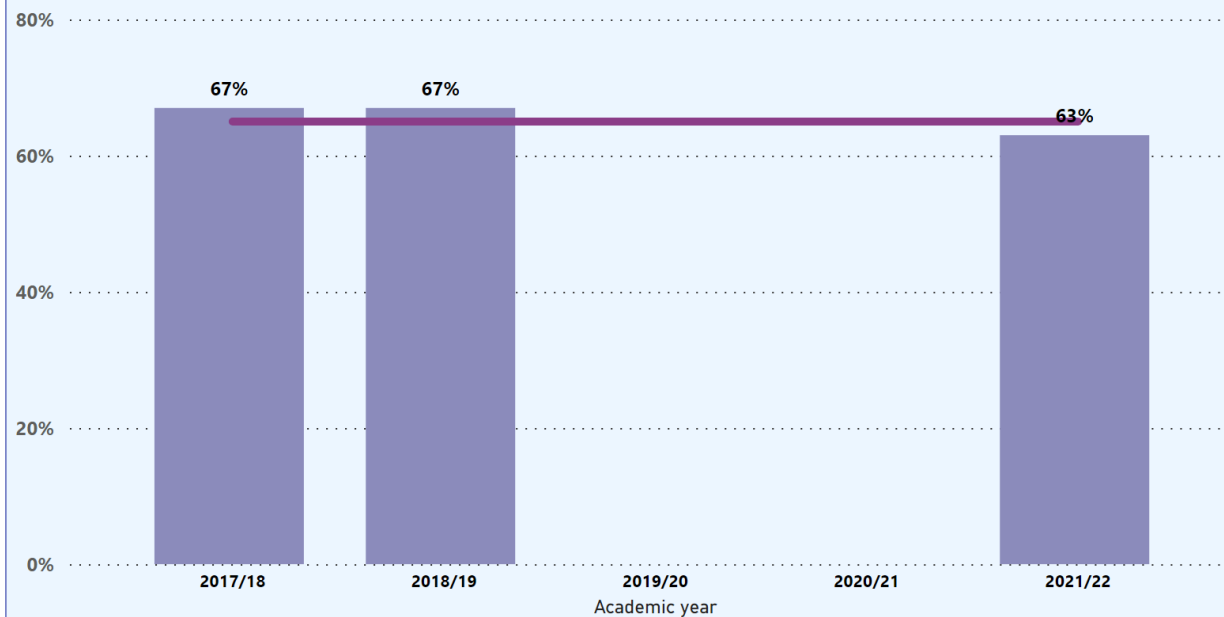
**Benchmarking timeframe**  
2021/22 Academic Year (London position)

### Comment

In 2021/22, the percentage of pupils achieving a good level of development in Croydon was 67.4% which is above the national average (65.2%) but slightly below London (67.8%) and our statistical neighbours (68.0%).

## KS2 - Percentage of pupils achieving expected standard at KS2 in Reading, Writing and Mathematics

● Indicator value — Target — Benchmark



Indicator Ref.  
M29

**Outcome 3**  
Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

**Directorate**  
Partnership working

RAG status - N/A

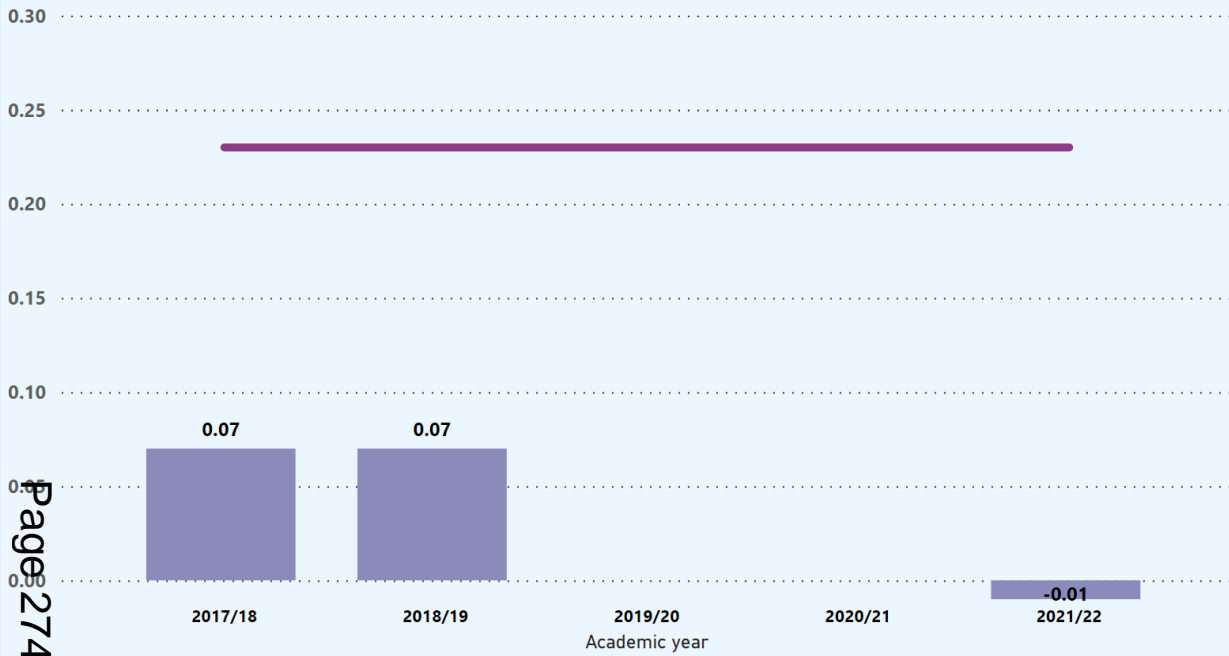
**Benchmarking timeframe**  
2021/22 Academic Year (London position)

### Comment

Due to the COVID-19 pandemic, the KS2 external assessments had not taken place in 2019-20 or in 2020-21. The assessments in 2021-22 were set at the same standard as 2018-19 and previous years in order to measure the effects of the pandemic on pupil achievement. The drop of 4%, as a result of the effects of the COVID-19 pandemic was in line with that of other local authorities and national figures.

### KS4 - Average Progress 8 score per pupil

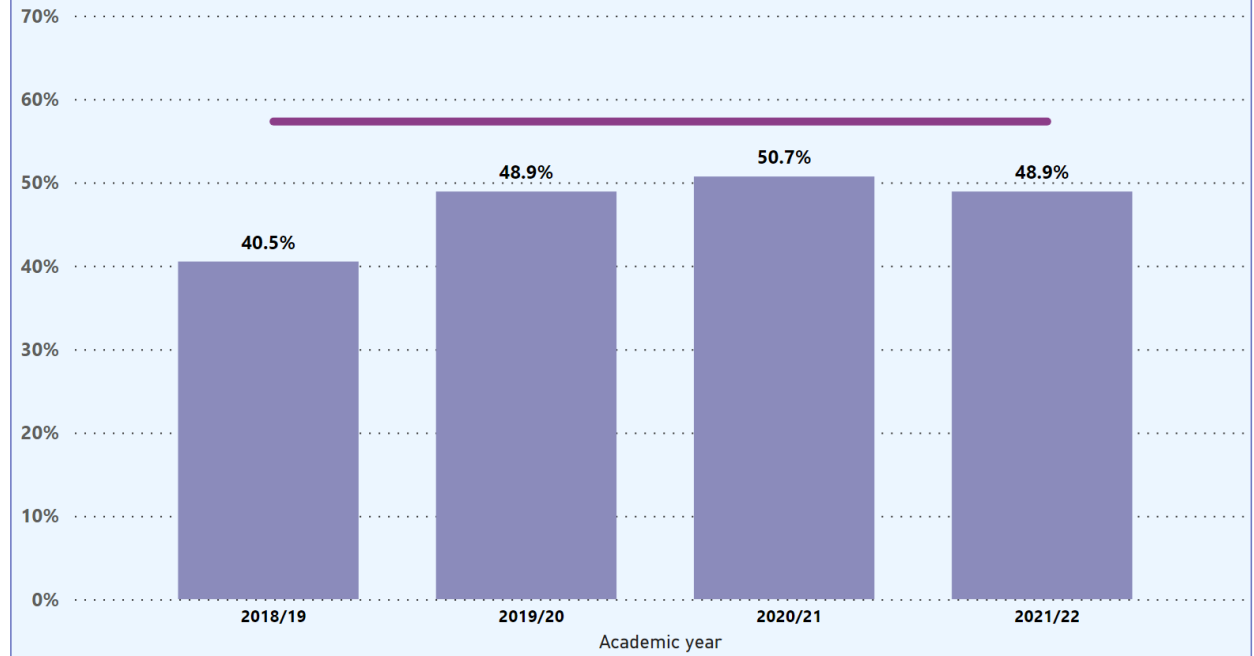
● Indicator value    — Target    — Benchmark



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### KS4 - Percentage of pupils achieving grades 9-5 in English and Maths

● Indicator value    — Target    — Benchmark



**Indicator Ref.**  
M30

**Outcome 3**  
Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

**Directorate**  
Partnership working

**RAG status - N/A**

**Benchmarking timeframe**  
2021/22 Academic Year (London position)

**Comment**

In 2021/22 The average Progress 8 score in Croydon was -0.01, slightly better than the national average of -0.03. The Progress 8 score ranged from 0.8 to -0.89 across Croydon schools, this has undoubtedly been affected by the uneven impact of Covid-19.

**Indicator Ref.**  
M31

**Outcome 3**  
Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

**Directorate**  
Partnership working

**RAG status - N/A**

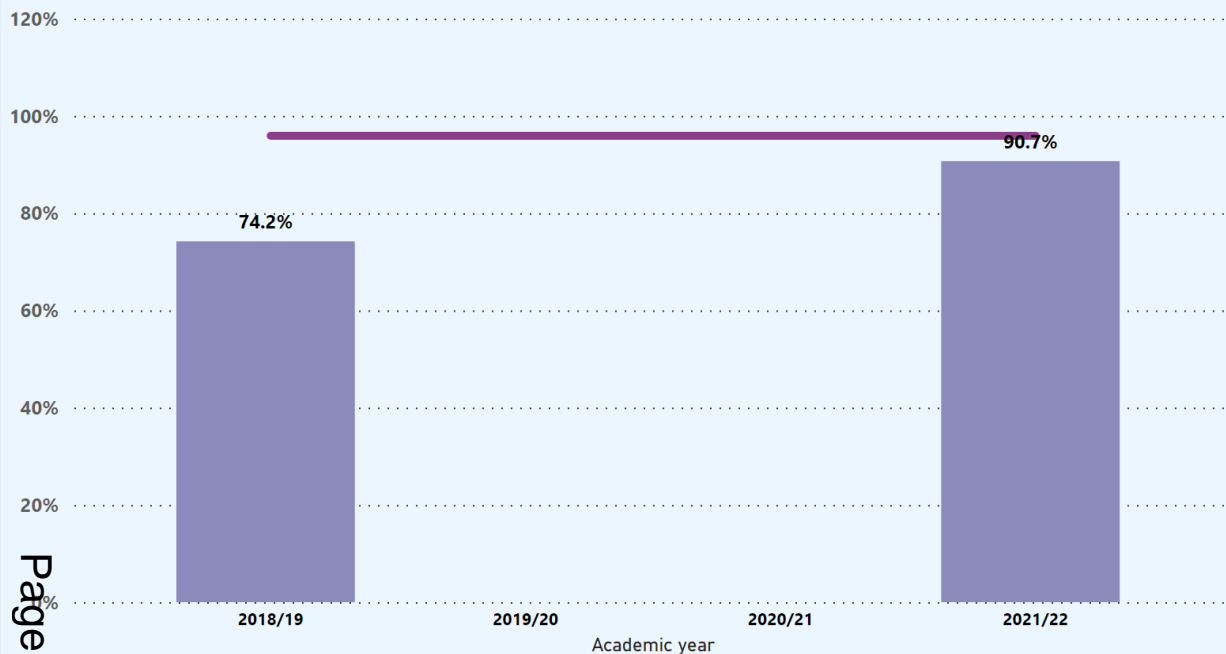
**Benchmarking timeframe**  
2021/22 Academic Year (London position)

**Comment**

In 2021/22, the percentage of pupils achieving grades 9-5 in English and Maths in Croydon was 48.9%. This is the 3rd lowest compared to our statistical neighbours, and slightly below the national average. 67.9% of pupils gained at least a grade 4 in English and Maths in Croydon. There are wide variances in both measures across Croydon schools.

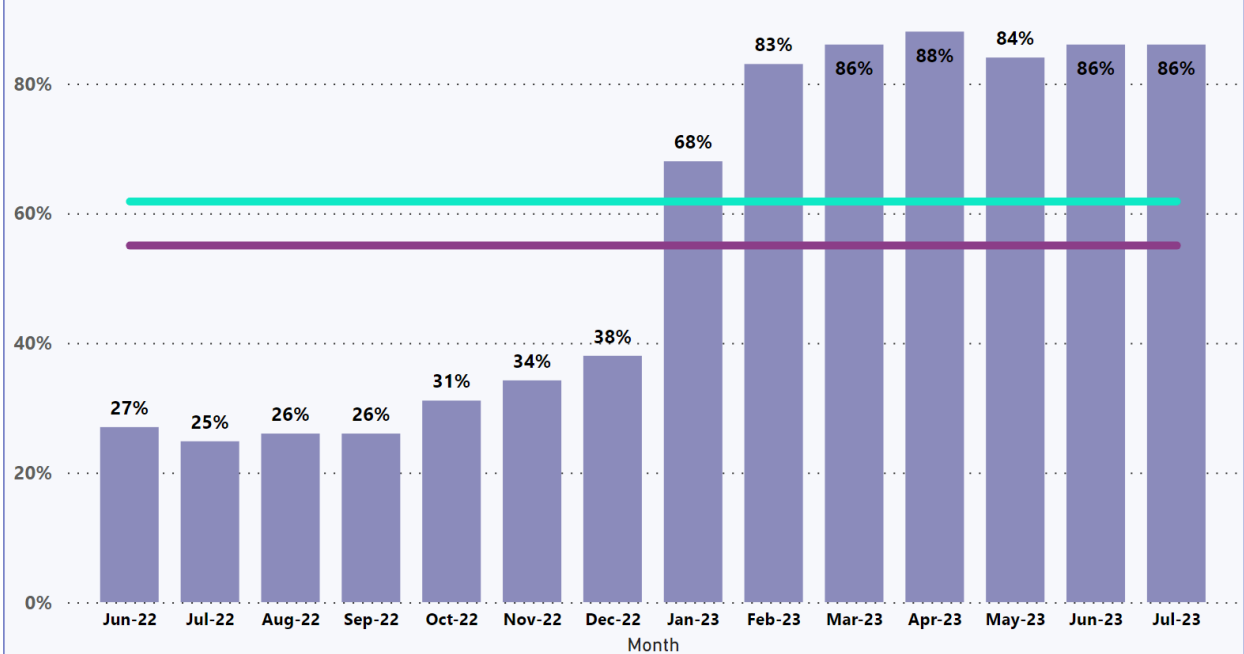
## KS5 - % of students achieving at least 2 substantial level 3 qualifications

● Indicator value — Target — Benchmark



## Percentage of Education Health & Care Plans issued within 20 weeks (excluding exceptions)

● Indicator value — Target — Benchmark



Page 27/55

Indicator Ref.  
M32

**Outcome 3**  
Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

**Directorate**  
Partnership working

RAG status - N/A

**Benchmarking timeframe**  
2021/22 Academic Year (London position)

### Comment

Level 3 (KS5) results in Croydon have been below benchmark comparators for many years, partly due to the extensive FE offer in the borough below level 3 which attracts high proportion of young people undertaking a more hybrid programme of study, e.g. a combination of L2 and L3 quals, rather than a traditional full level 3 programme. Year on Year improvements are being made, which is closing the gap. Support to schools is offered by 2 specialist secondary improvement advisers, predominantly on a traded basis. However, as most post-16 establishments in Croydon are academies or colleges, there are some limitations in the LA's influence – The establishment of the Croydon Education Partnership will enable a collegiate approach to improving outcomes at all key stages.

Indicator Ref.  
M33

**Outcome 3**  
Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

**Directorate**  
Children, Young People and Education

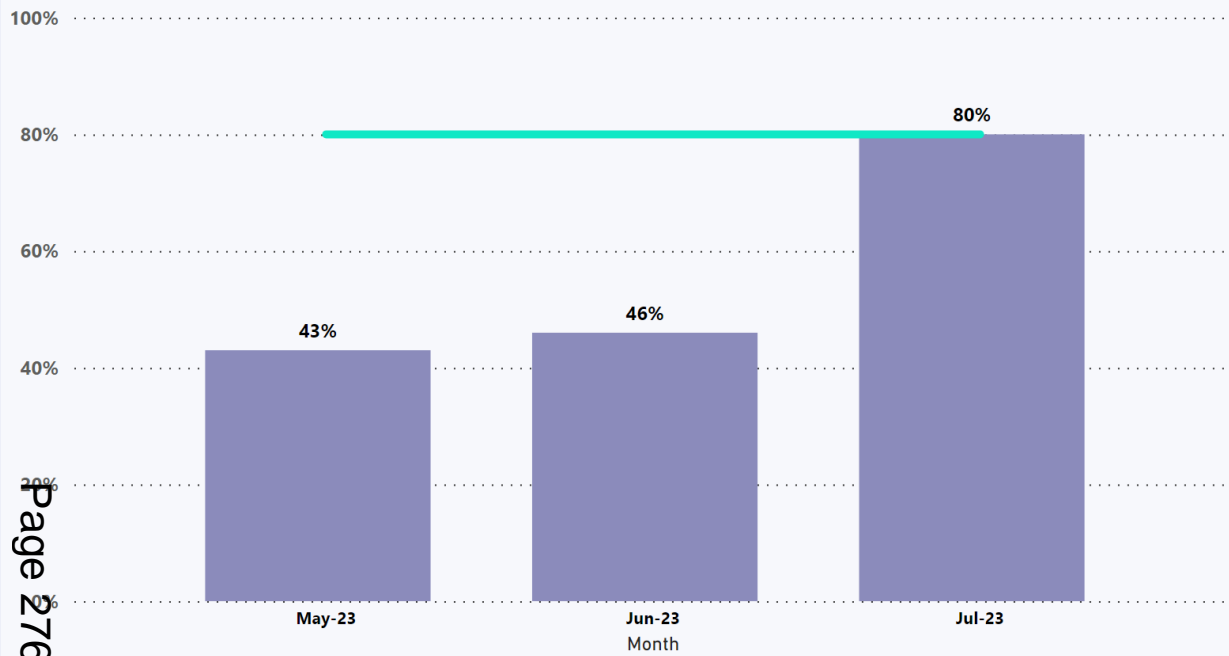
RAG status - Green

**Benchmarking timeframe**  
2022 (London position)

### Comment

### Percentage of referrals to children services actioned within 2 working days

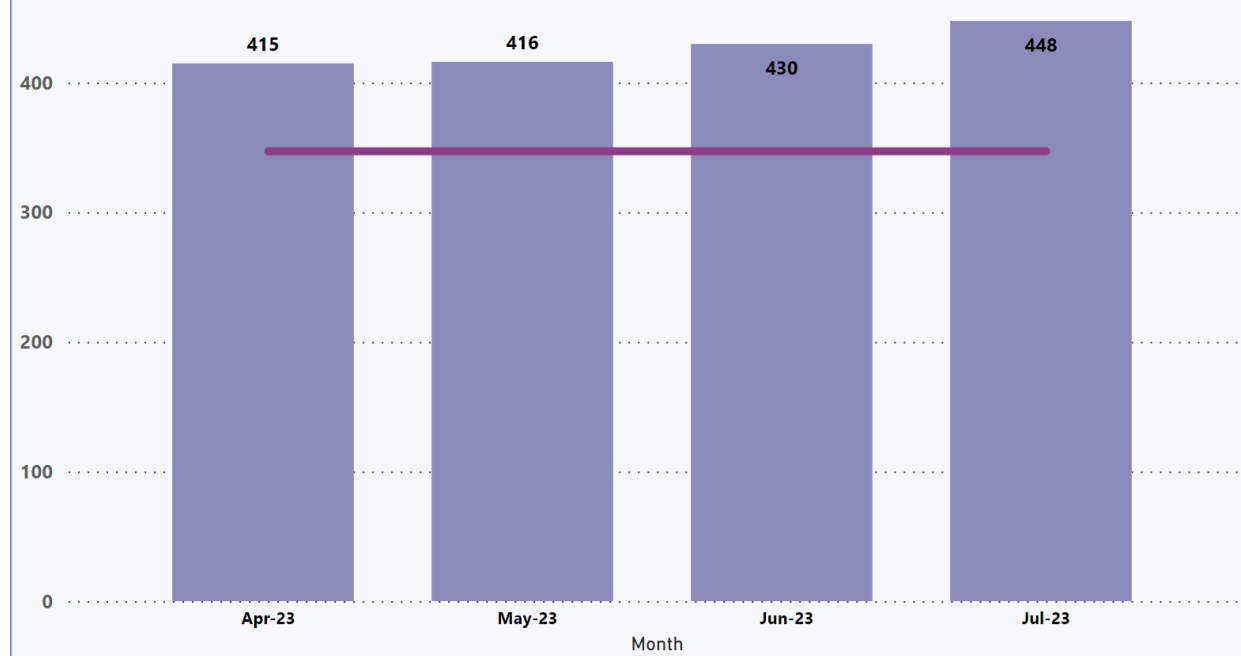
● Indicator value ● Target ● Benchmark



Page 276

### Rate of children in need per 10,000 of under 18 population

● Indicator value ● Target ● Benchmark



**Indicator Ref.**  
M34

**Outcome 3**  
Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

**Directorate**  
Children, Young People and Education

**RAG status - Green**

**Benchmarking timeframe**  
No comparable data available

**Comment**

**Indicator Ref.**  
M35

**Outcome 3**  
Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

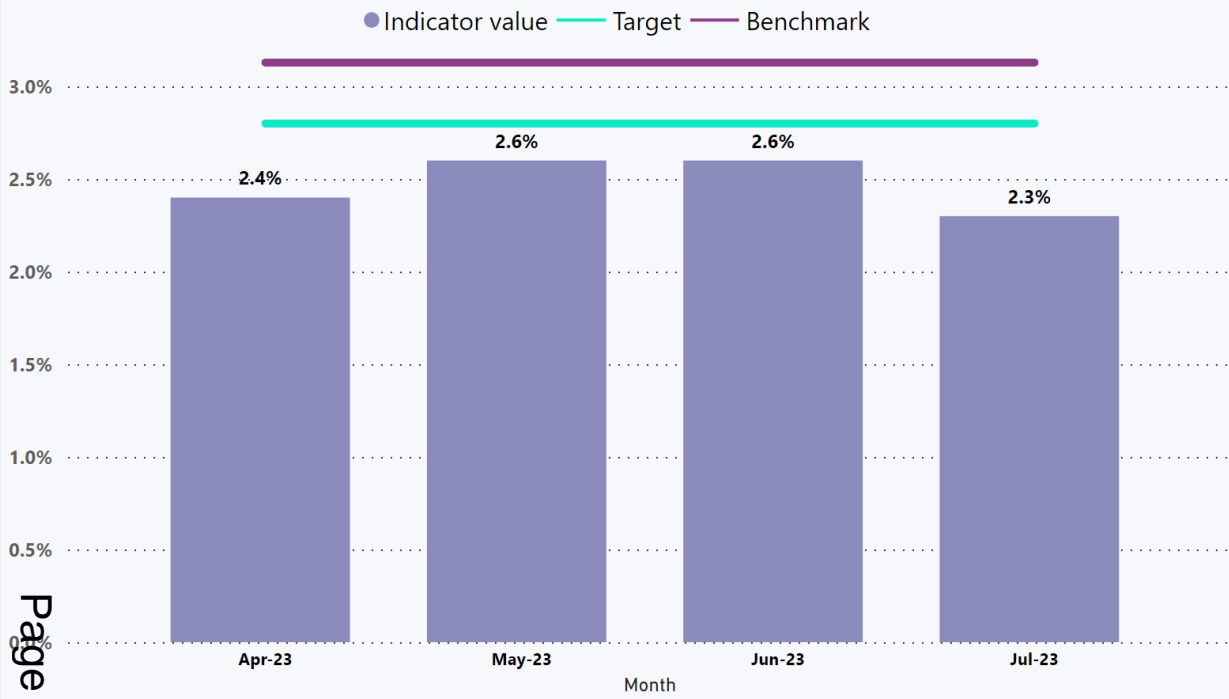
**Directorate**  
Children, Young People and Education

**RAG status - N/A**

**Benchmarking timeframe**  
2021/22 (London position)

**Comment**  
The performance team are working with the service to agree target.

### Number of current child protection plans lasting 2 years of more



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**Indicator Ref.**  
M36

**Outcome 3**  
Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

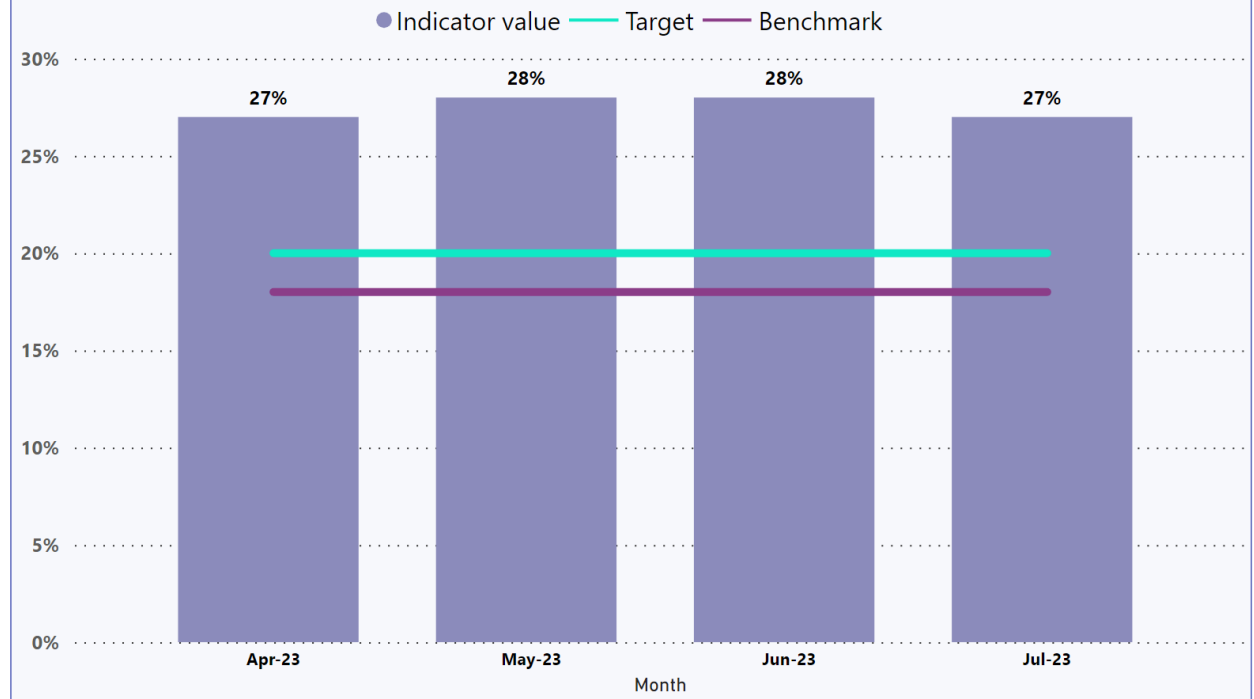
**Directorate**  
Children, Young People and Education

**RAG status - Green**

**Benchmarking timeframe**  
2021/22 (London position)

**Comment**

### % of children subject to a Child Protection Plan for a second or subsequent time (ever)



**Indicator Ref.**  
M37

**Outcome 3**  
Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

**Directorate**  
Children, Young People and Education

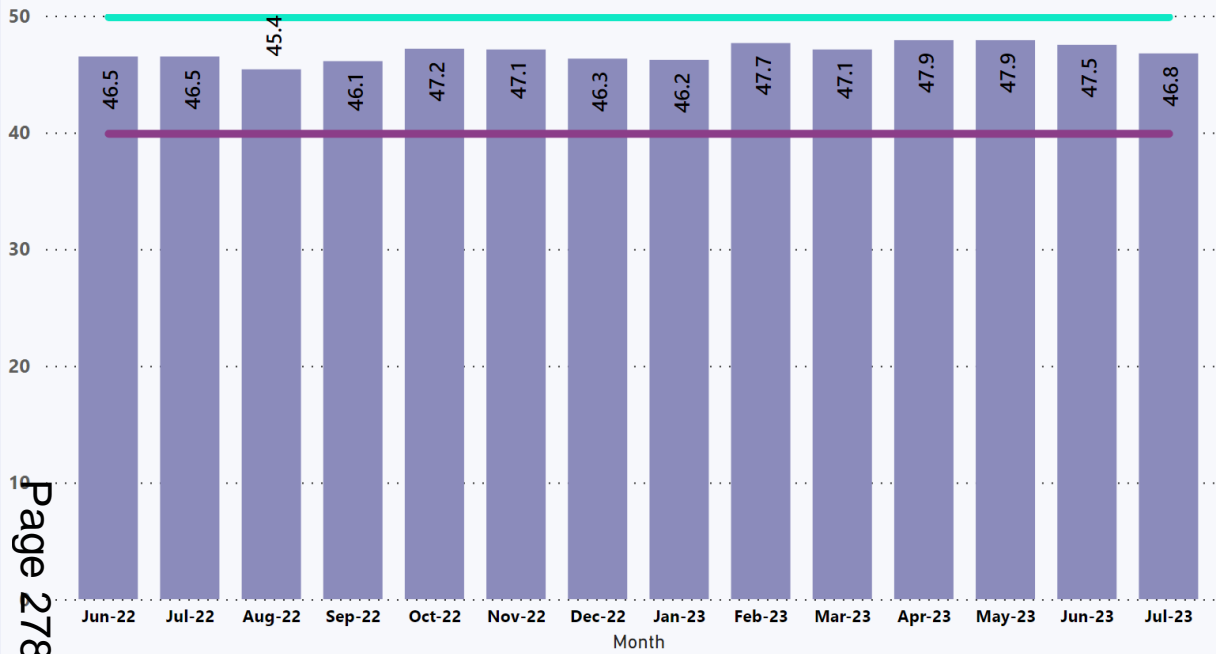
**RAG status - Red**

**Benchmarking timeframe**  
2021/22 (London position)

**Comment**  
A comprehensive improvement plan is being implemented across the service to bring this measure down to the level of statistical neighbours and within target. As the duration of a Child Protection Plan is 12-18 months it is important to note that sustained improvement is expected to be evidenced over the next 6-9 months.

### Rate of local Children Looked After (CLA) per 10,000 under 18 years population

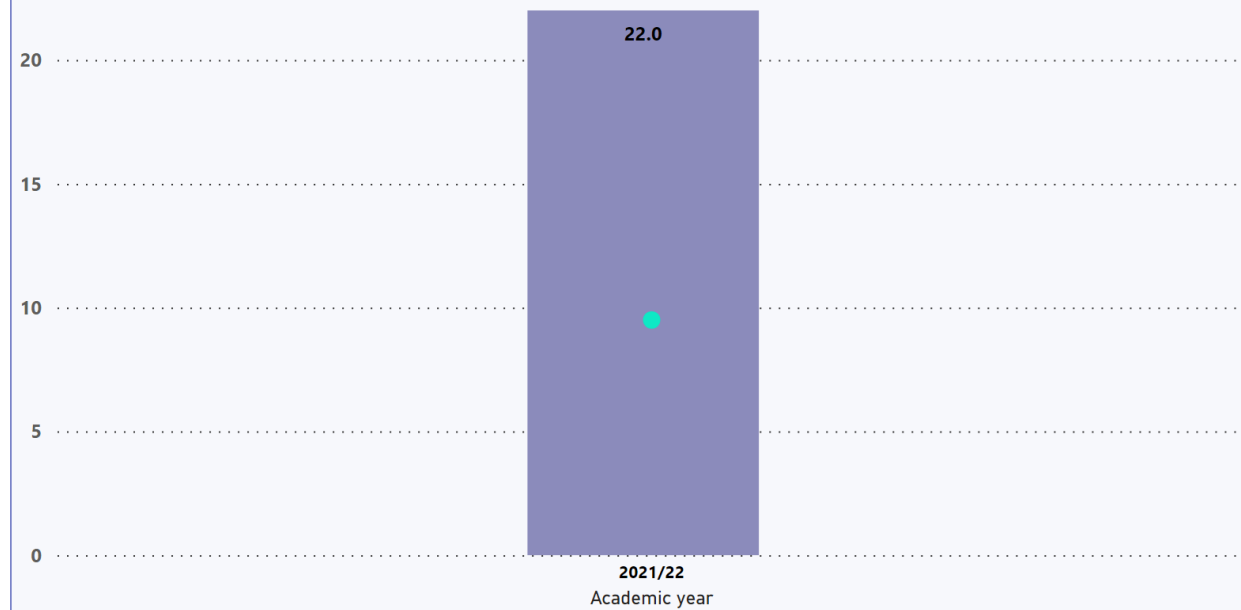
● Indicator value — Target — Benchmark



Page 278

### Number of children & young people on special educational needs & disability supported travel moving to independent travel plans (students per trainer)

● Indicator value — Target — Benchmark



**Indicator Ref.**  
M38

**Outcome 3**  
Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

**Directorate**  
Children, Young People and Education

**RAG status - Green**

**Benchmarking timeframe**  
2021/22 (London position)

**Comment**

**Indicator Ref.**  
M39

**Outcome 3**  
Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

**Directorate**  
Children, Young People and Education

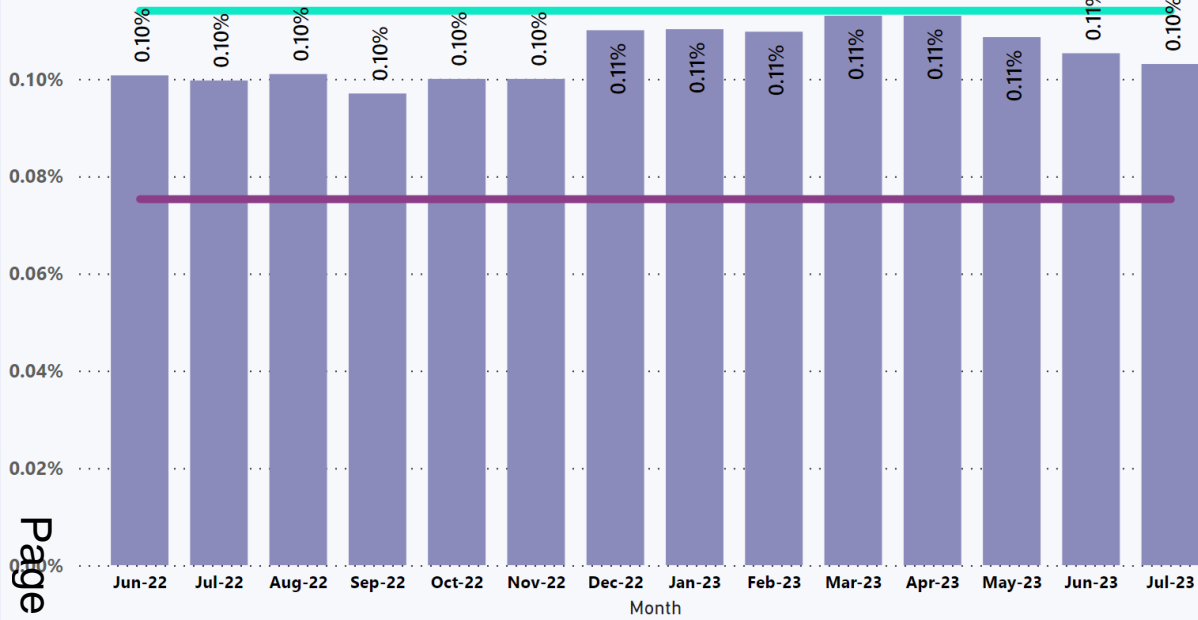
**RAG status - Green**

**Benchmarking timeframe**  
No comparable data available

**Comment**

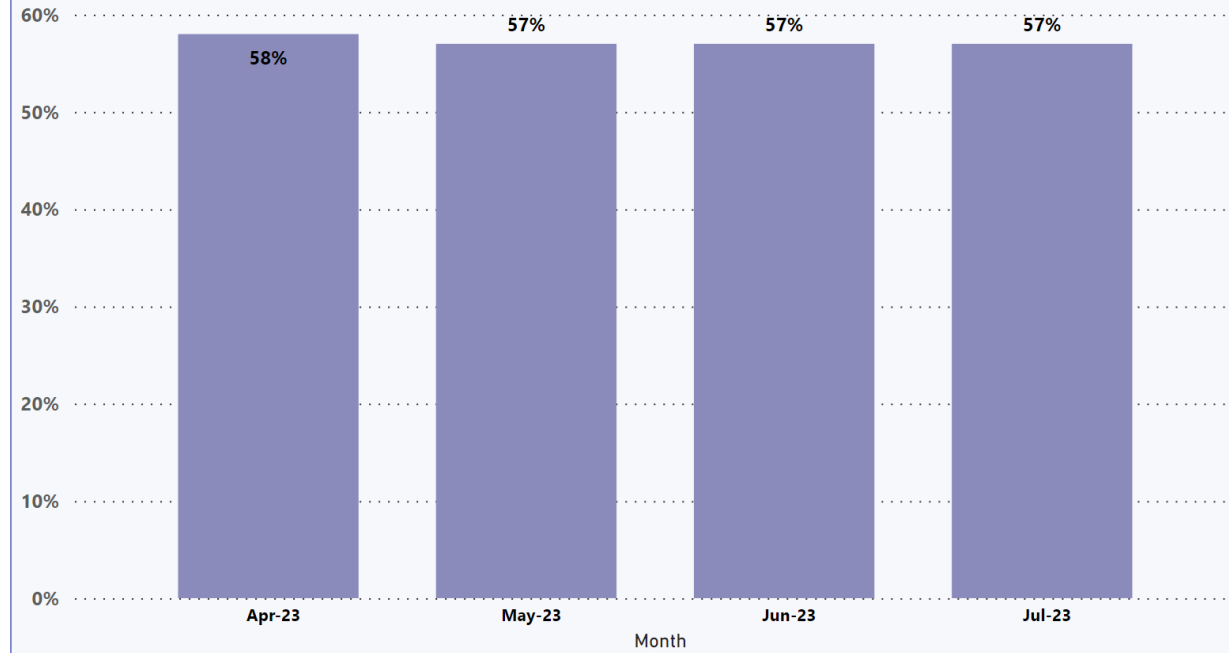
### Percentage of the under 18 years population who are UASC

● Indicator value ● Target ● Benchmark



### Percentage of Care Experienced young people who were formerly UASC

● Indicator value ● Target ● Benchmark



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Indicator Ref. M40

**Outcome 3**  
Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

**Directorate**  
Children, Young People and Education

**RAG status - Green**

**Benchmarking timeframe**  
2021/22 (London position)

**Comment**

Indicator Ref. M41

**Outcome 3**  
Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

**Directorate**  
Children, Young People and Education

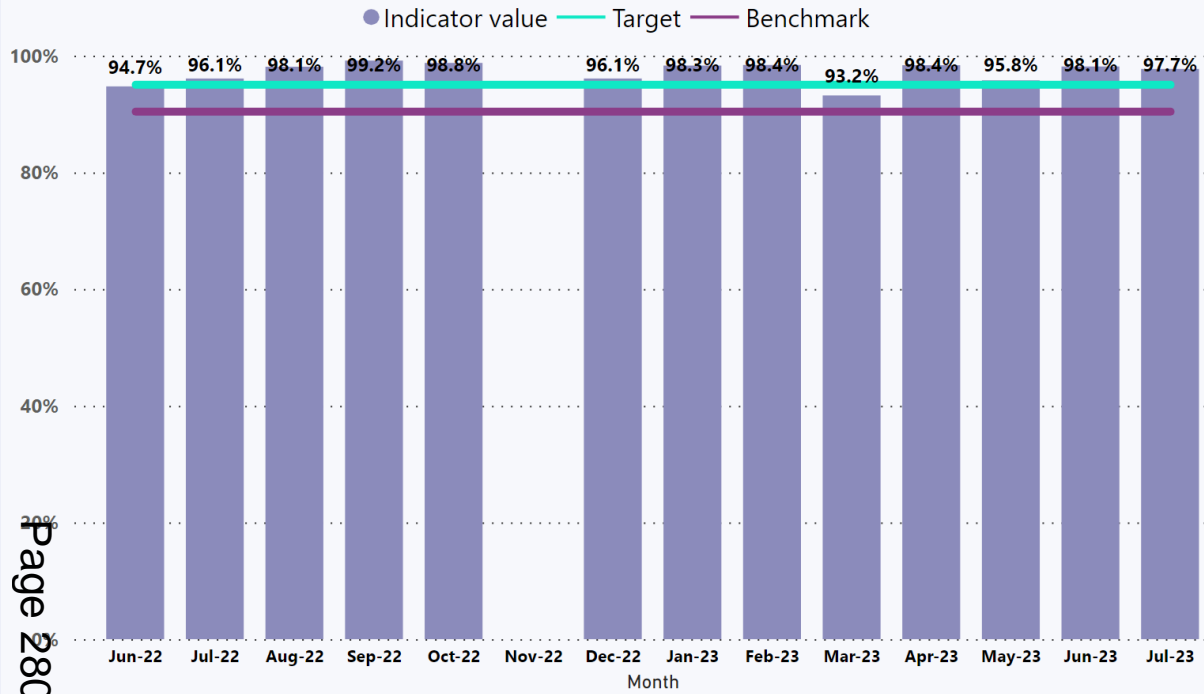
**RAG status - N/A**

**Benchmarking timeframe**  
No comparable data available

**Comment**

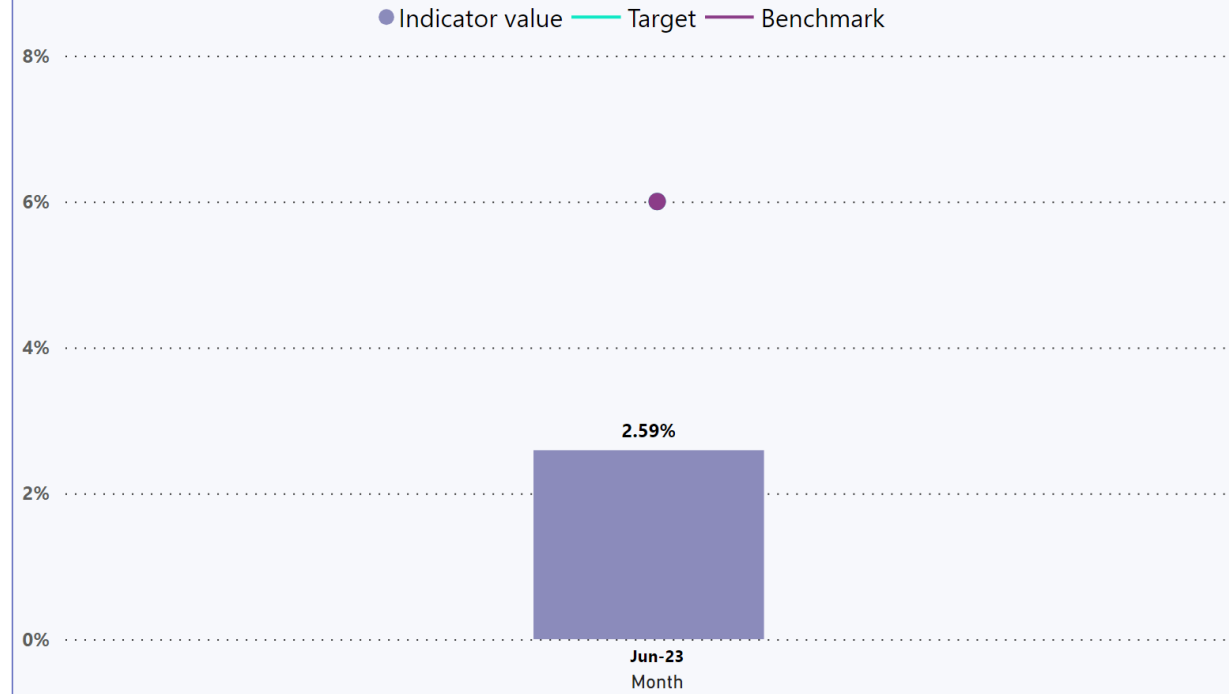
There is no target because this is a monitoring indicator to follow the progress in delivering M40.

### % of reported flytips removed within one working day



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### % of waste rejected as contamination by Croydon's processing facility



**Indicator Ref.**  
M43

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

**Directorate**  
Sustainable Communities, Regen & Economic Recovery

**RAG status - Green**

**Benchmarking timeframe**  
24 months to end of March 2022 (London position)

**Comment**  
3327 Reported, 3251 Within SLA.

**Indicator Ref.**  
M44

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

**Directorate**  
Sustainable Communities, Regen & Economic Recovery

**RAG status - Green**

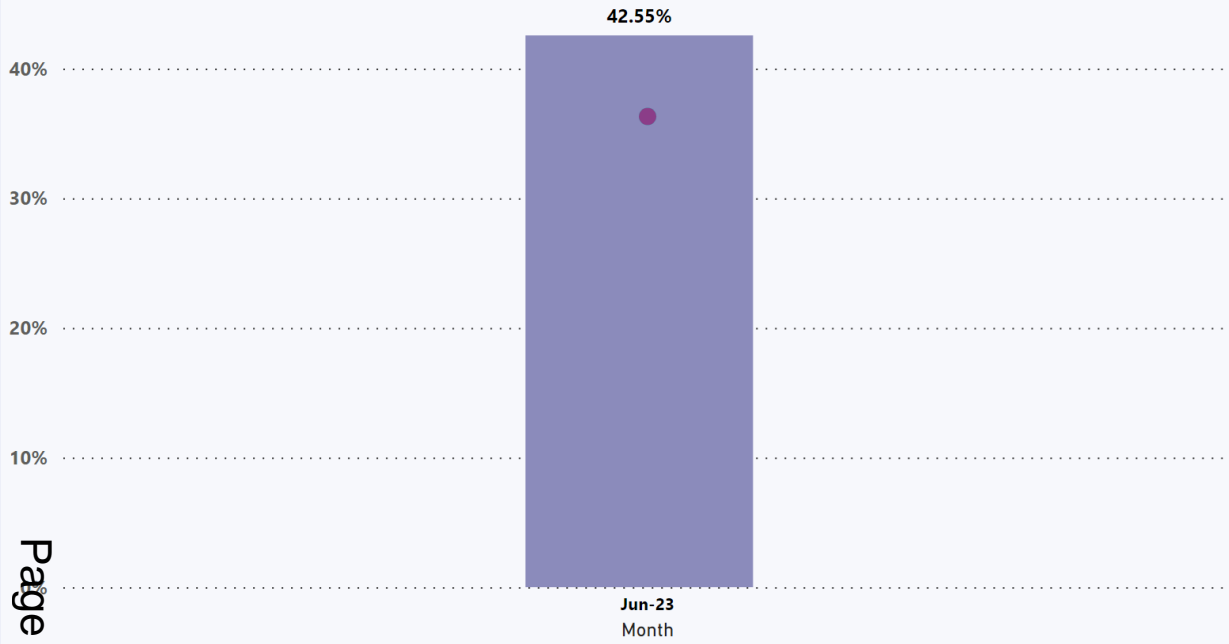
**Benchmarking timeframe**  
2021-22 Stat neighbour median

**Comment**  
Latest data available is Jun 23



### Household waste recycling rate

● Indicator value ● Target ● Benchmark



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Indicator Ref. M45a

Comment  
Latest data available is Jun 23

Outcome 4  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

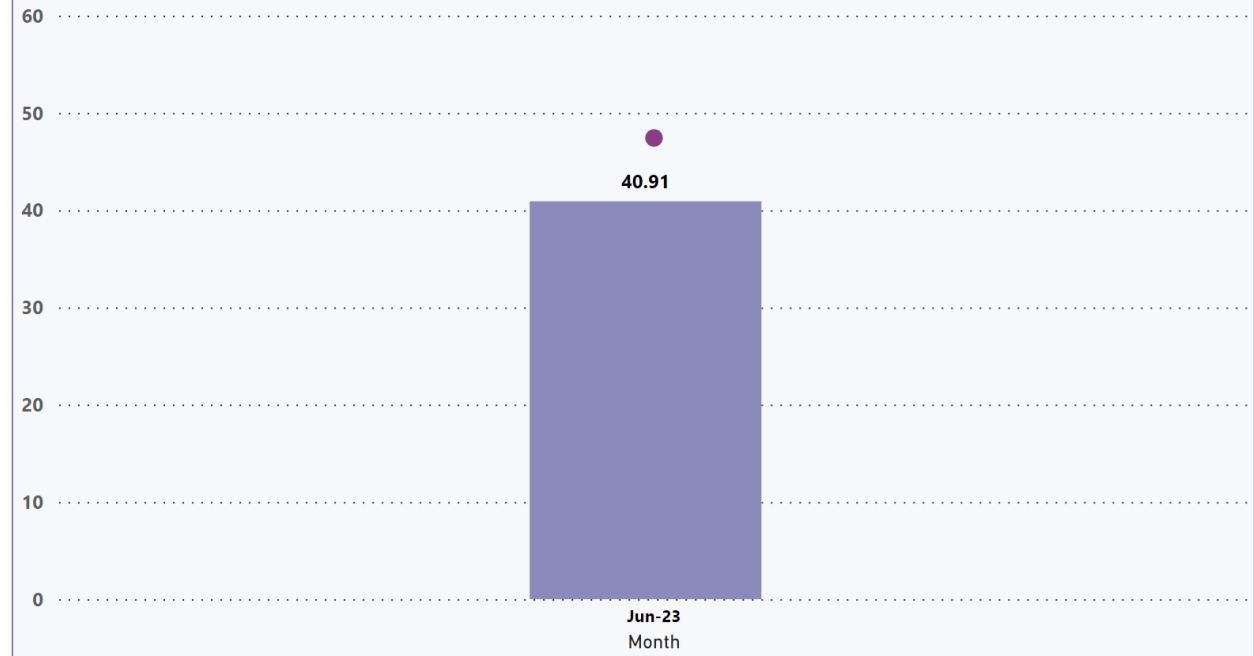
Directorate  
Sustainable Communities, Regen & Economic Recovery

RAG status - Green

Benchmarking timeframe  
2021-22 Stat neighbour median

### Non-recycled Household Waste (kg per household)

● Indicator value ● Target ● Benchmark



Indicator Ref. M45b

Comment  
Latest data available is Jun 23

Outcome 4  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

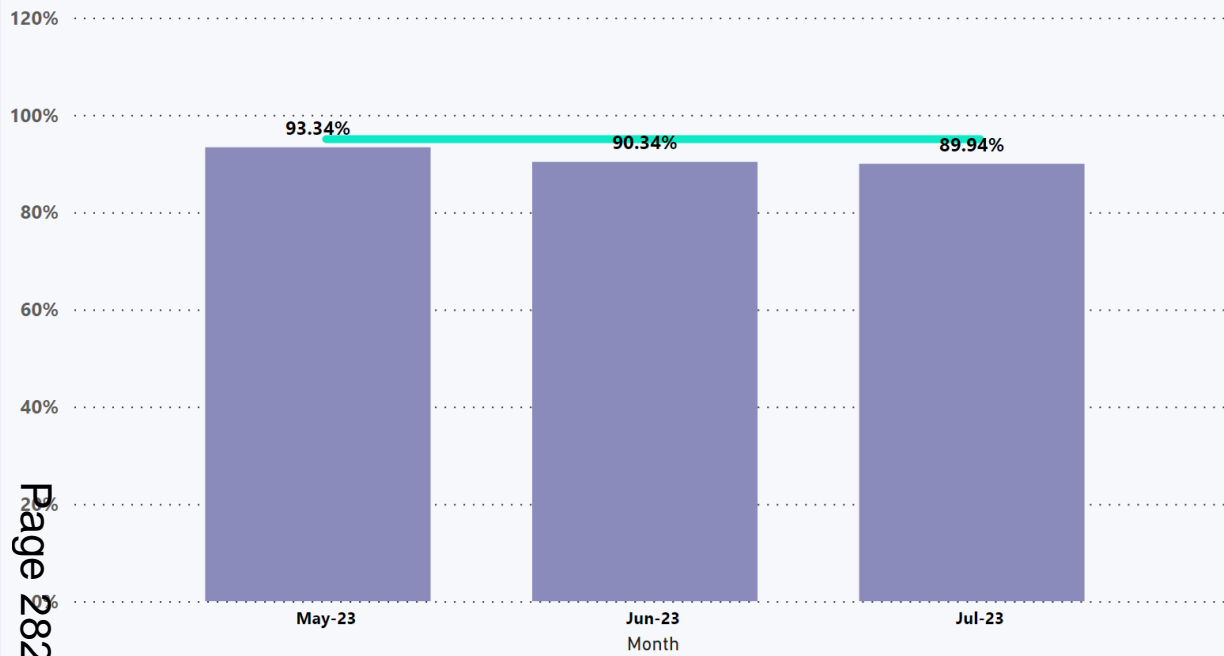
Directorate  
Sustainable Communities, Regen & Economic Recovery

RAG status - Green

Benchmarking timeframe  
2021-22 Stat neighbour median monthly average

### % of street below grade rectified within 24hrs

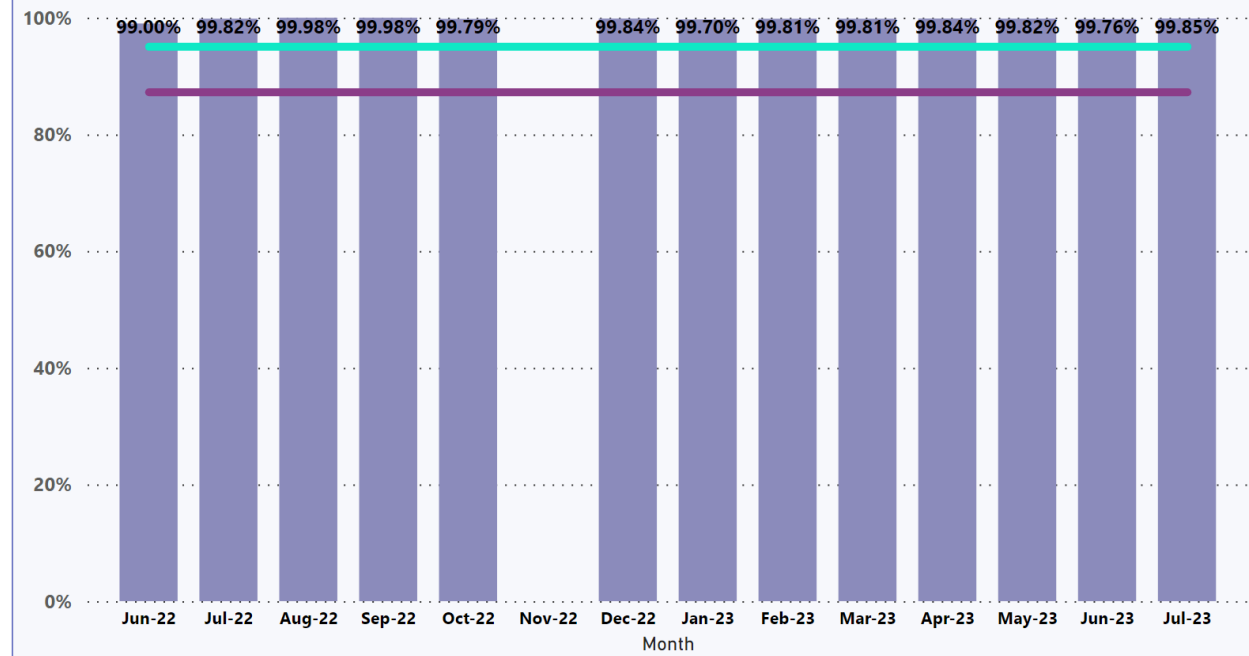
● Indicator value — Target — Benchmark



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### % of household waste collected on time

● Indicator value — Target — Benchmark



**Indicator Ref.**  
M46

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

**Directorate**  
Sustainable Communities, Regen & Economic Recovery

**RAG status - Amber**

**Benchmarking timeframe**  
No comparable data available

**Comment**  
225 Roads reported below grade, total of 379 reports. Total Roads in borough is 2237

**Indicator Ref.**  
M47

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

**Directorate**  
Sustainable Communities, Regen & Economic Recovery

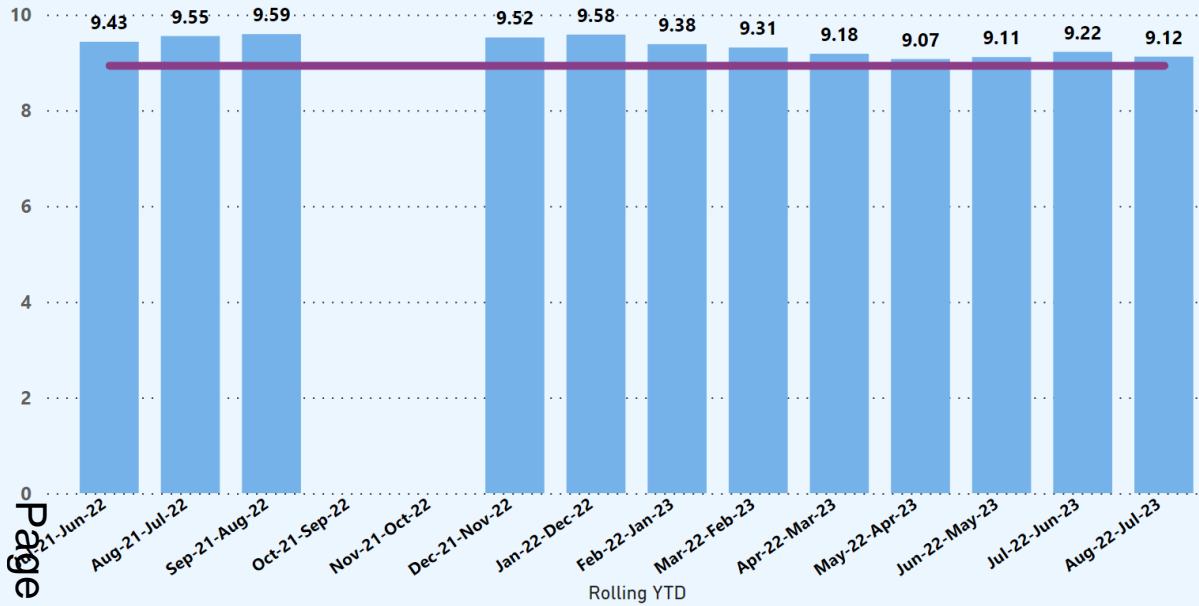
**RAG status - Green**

**Benchmarking timeframe**  
24 months to end of March 2022 (London position)

**Comment**

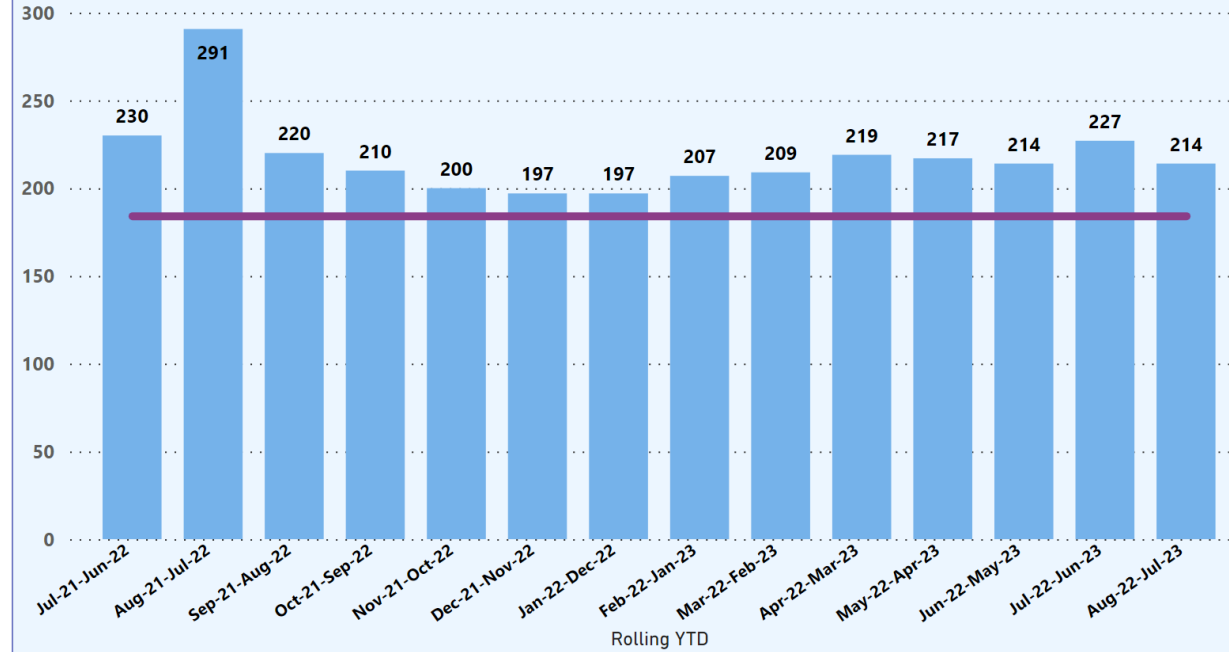
### Violence with injury offences rate per 1,000 population

● Indicator value ● Target ● Benchmark



### Juvenile first time entrants to the criminal justice system per 100,000 of 10-17 year olds

● Indicator value ● Target ● Benchmark



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Indicator Ref. M48

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

**Directorate**  
Partnership working

RAG status - N/A

**Benchmarking timeframe**  
12 months rolling to July 23 (London position)

**Comment**

In the short term, In our priority areas, Croydon Council have recently commissioned VCS partners to deliver outreach services in the Town Centre, New Addington and Shrublands. During the summer, Holiday Activity Fund (HAF) will be delivering services for young people across the borough.

In the long term a Youth Safety Plan is being developed by partners highlighting what is being done to address the issues facing the borough.

Indicator Ref. M49

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

**Directorate**  
Partnership working

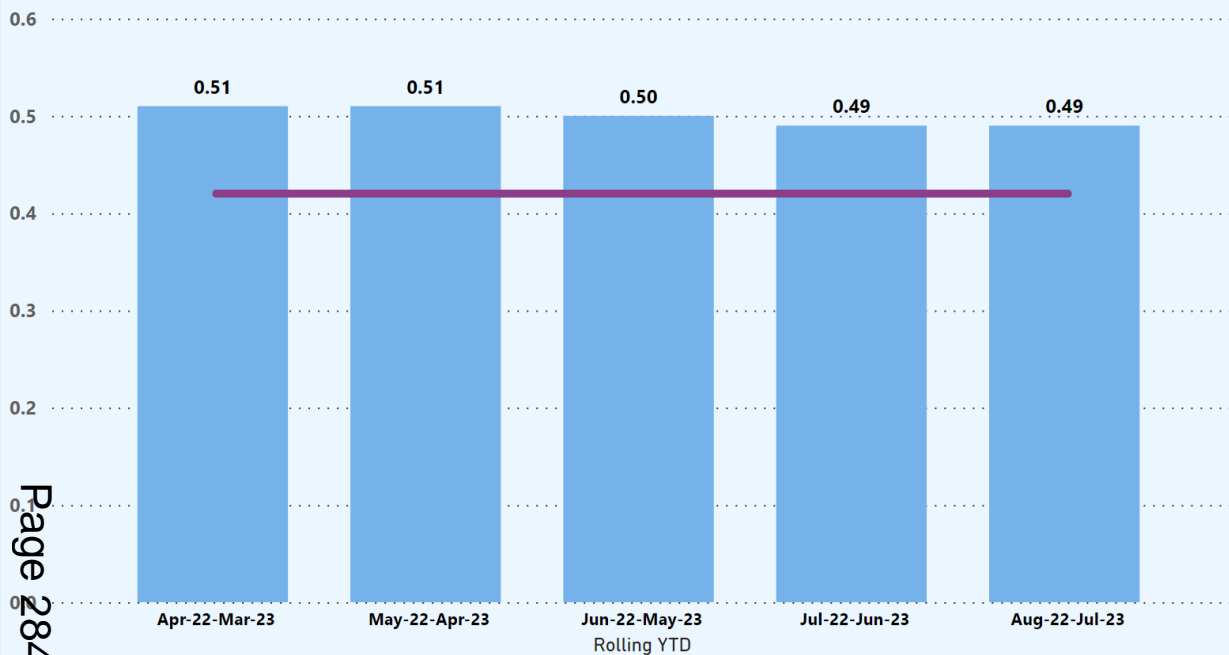
RAG status - N/A

**Benchmarking timeframe**  
2021 (London position)

**Comment**

### Knife crime with injury rolling 12 months (rate per 1,000 population)

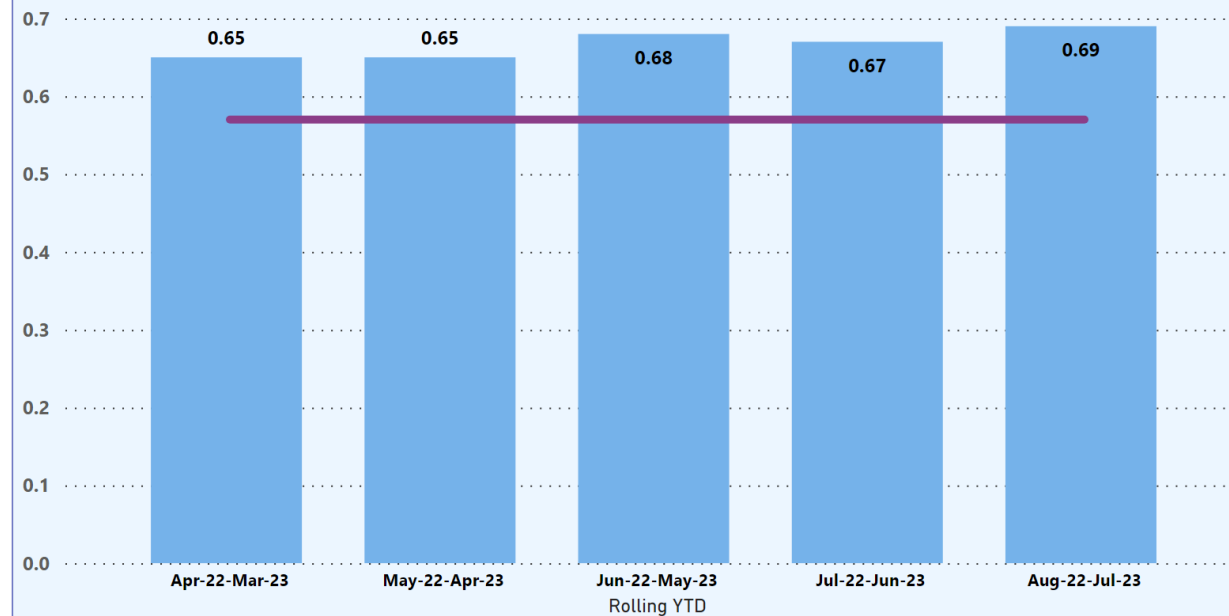
● Indicator value ● Target ● Benchmark



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### Knife crime with injury (victims 1-24 years old) rolling 12 months (rate per 1,000 1-24 population)

● Indicator value ● Target ● Benchmark



**Indicator Ref.**  
M50

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

**Directorate**  
Partnership working

**RAG status - N/A**

**Benchmarking timeframe**  
12 months rolling to July 23 (London position)

**Comment**

In the short term, In our priority areas, Croydon Council has recently commissioned VCS partners to deliver outreach services in the Town Centre, New Addington and Shrublands. During the summer, Holiday Activity Fund (HAF) will be delivering services for young people across the borough.

In the long term a Youth Safety Plan is being developed by partners highlighting what is being done to address the issues facing the borough.

**Indicator Ref.**  
M51

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

**Directorate**  
Partnership working

**RAG status - N/A**

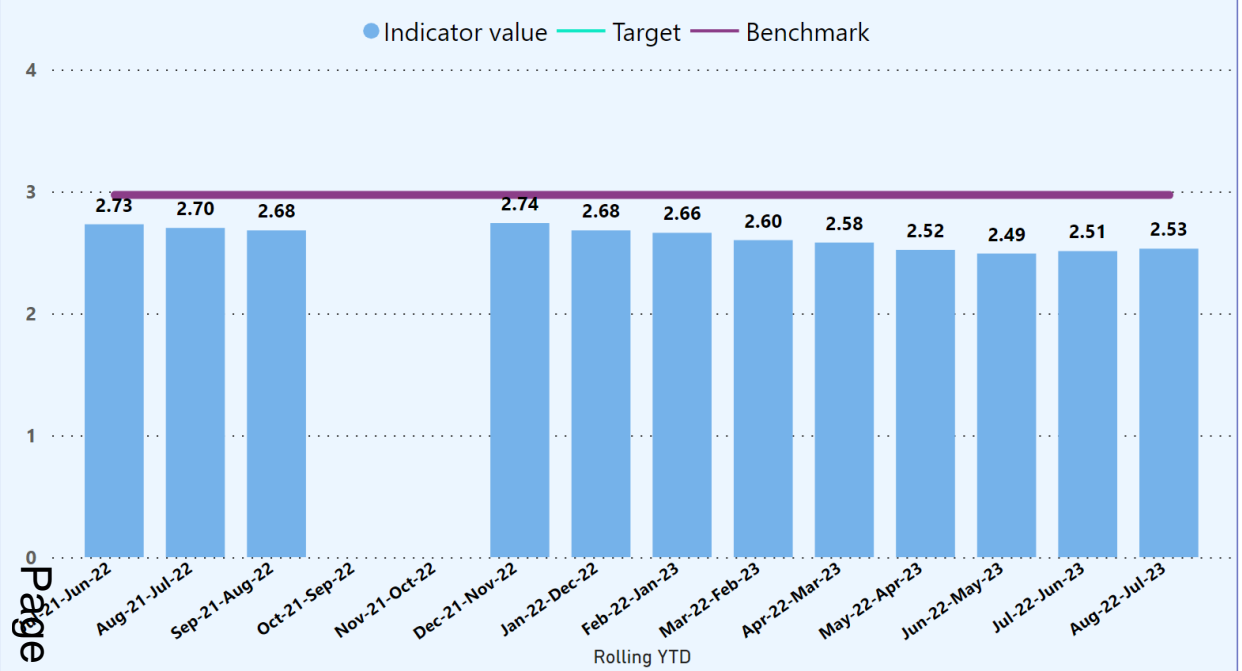
**Benchmarking timeframe**  
12 months rolling to July 23 (London position)

**Comment**

In the short term, In our priority areas, Croydon Council has recently commissioned VCS partners to deliver outreach services in the Town Centre, New Addington and Shrublands. During the summer, Holiday Activity Fund (HAF) will be delivering services for young people across the borough.

In the long term a Youth Safety Plan is being developed by partners highlighting what is being done to address the issues facing the borough.

### Hate crime offences (includes Homophobic, transphobic, religious, race and disability hate crimes) rate per 1,000 population



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Indicator Ref. M52

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

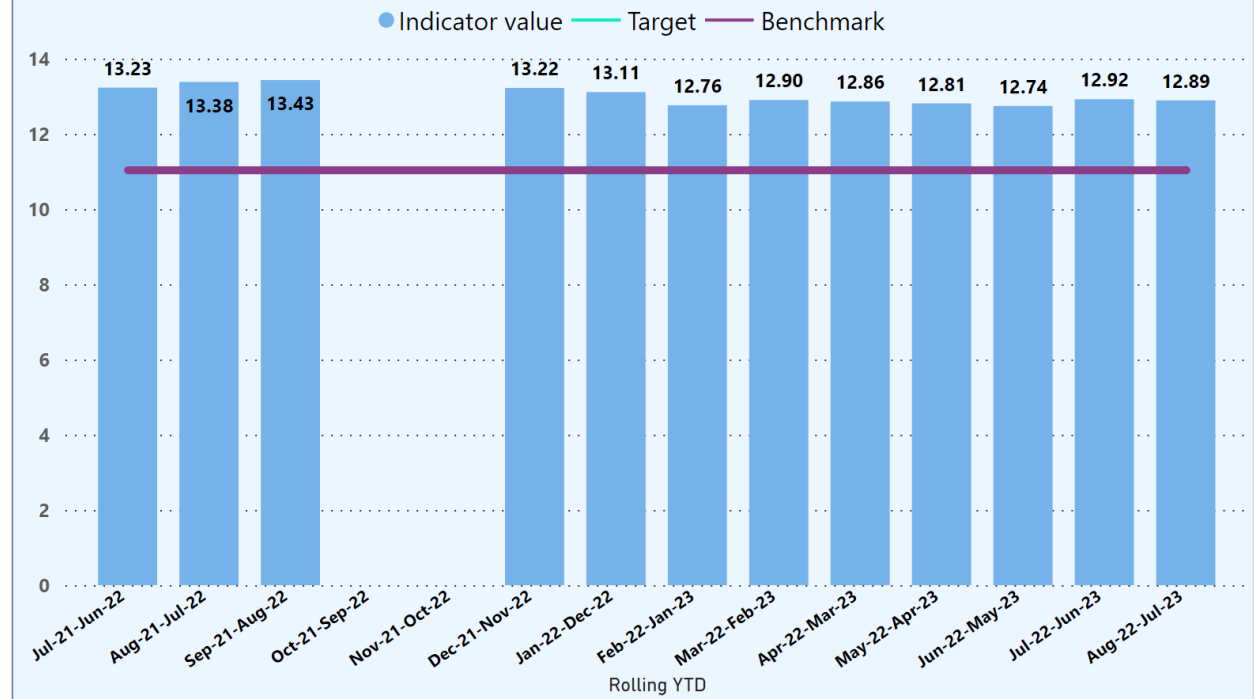
**Directorate**  
Partnership working

RAG status - N/A

**Benchmarking timeframe**  
12 months rolling to July 23 (London position)

**Comment**

### Domestic violence offences rate per 1,000 population



Indicator Ref. M53

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

**Directorate**  
Partnership working

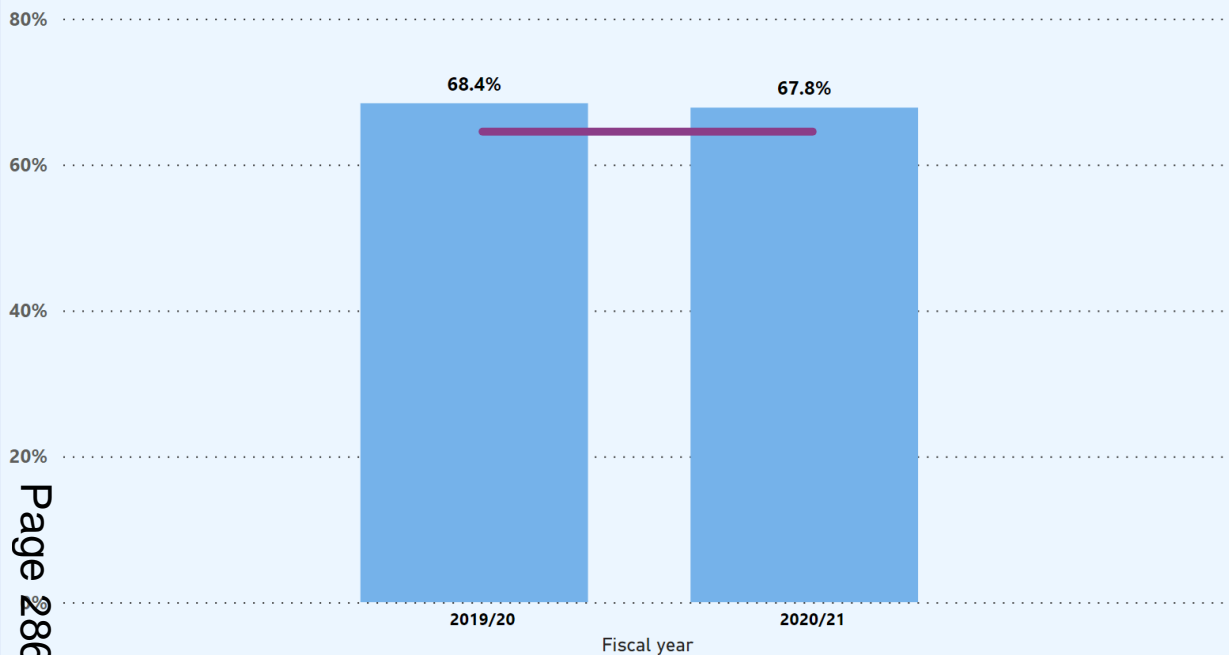
RAG status - N/A

**Benchmarking timeframe**  
12 months rolling to July 23 (London position)

**Comment**  
In the short term, the VRN are liaising closely with our key partners and the community in relation to recent events and ensuring individuals know how to access services and assistance.  
  
In the long term Violence Against Women and Girls (VAWG) Strategy is currently being developed by partners highlighting what is being done to address the issues facing the borough.

### % opiates and/or crack cocaine users not in treatment

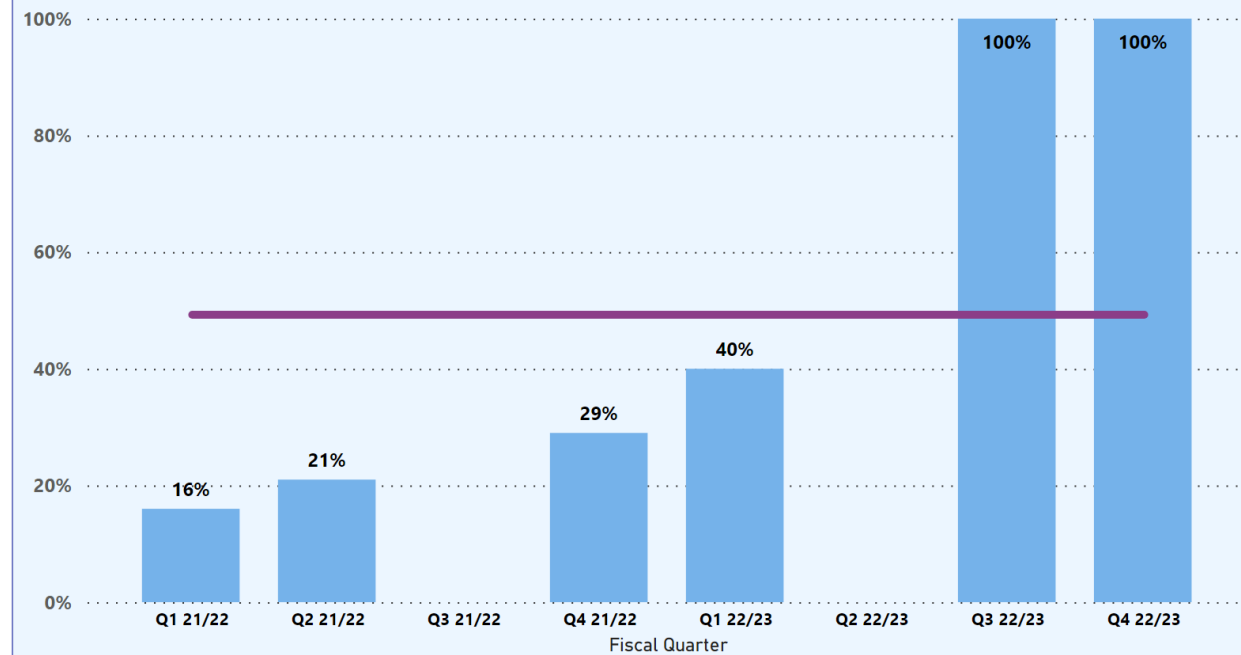
● Indicator value ● Target — Benchmark



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### % of the eligible population offered an NHS Health Check who received one (% uptake)

● Indicator value ● Target — Benchmark



**Indicator Ref.**  
M54

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

**Directorate**  
Partnership working

**RAG status - N/A**

**Benchmarking timeframe**  
2020/21 (London average)

**Comment**  
Our new provider is now embedded with a recent Good CQC rating (Dec 2022) and have additional funding coming through from central government with a focus on increasing numbers in treatment. A new multi-agency Substance misuse Board has been established which should also allow a more specific targetting across a range of stakeholders including service users ( and those who would benefit from using the service)

**Indicator Ref.**  
M55

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

**Directorate**  
Partnership working

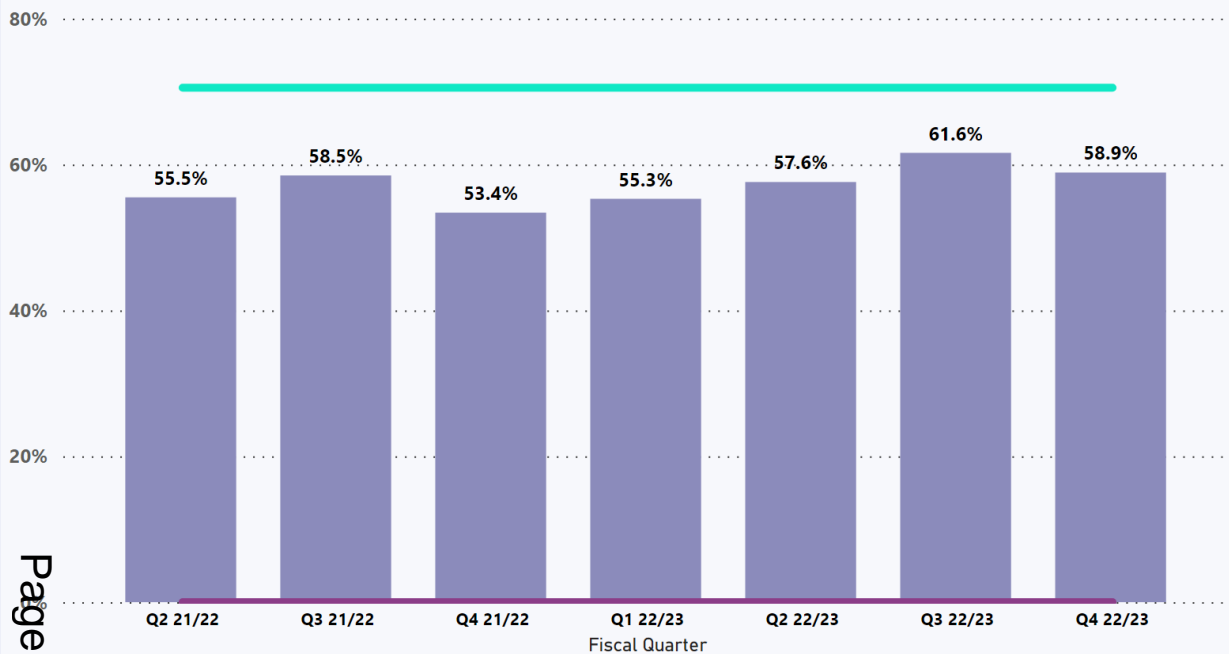
**RAG status - N/A**

**Benchmarking timeframe**  
2022/23 Q4 (London position)

**Comment**  
Croydon has a targeted approach to NHS Healthchecks provision that focuses on those most at risk of poor health outcomes rather than the entire eligible population. The focus is on improving uptake of healthchecks by those who have been offered rather than increasing the population invited. Public Health have been working with our new invitation provider to use behavioural insights to improve the invitation letter and to implement a recall process. There is a caveat with Q2 22/23 data as the proportion is over 100% not sure why this is and could change in the next quarter.as there could be a correction notice Currently invitations are on hold until the DPIA is in place, and the last provider ended with us May 2022. Currently it is only opportunistic health checks that are being offered so maybe it is because more are being delivered than offered at the moment. This still stands for Q3 22/23

### % of children receiving 6-8 week review by health visitor

● Indicator value — Target — Benchmark



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Indicator Ref.  
M57

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

**Directorate**  
Assistant Chief Executive

**RAG status - Red**

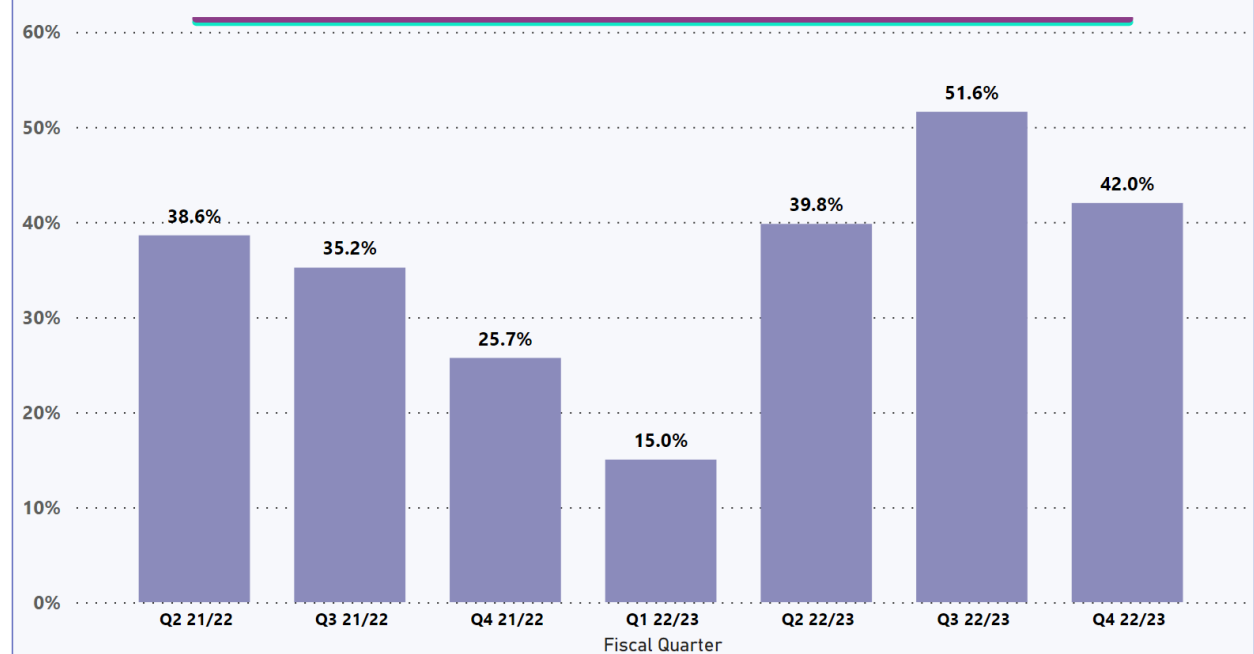
**Benchmarking timeframe**  
2022/23 Q4 (London position)

**Comment**

Target is 2021/22 statistical neighbour average for this check. History of poor performance, related to chronic staffing issues (reflecting national recruitment problems). New Recruitment and Retention Plan produced by CHS. Significant involvement of Public Health, including the Director of Public Health and Commissioners. Monthly monitoring and improvement plan in place. This has been reviewed by Children's Overview and Scrutiny.

### % of children who received a 2 - 2.5 year review

● Indicator value — Target — Benchmark



Indicator Ref.  
M58

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

**Directorate**  
Assistant Chief Executive

**RAG status - Red**

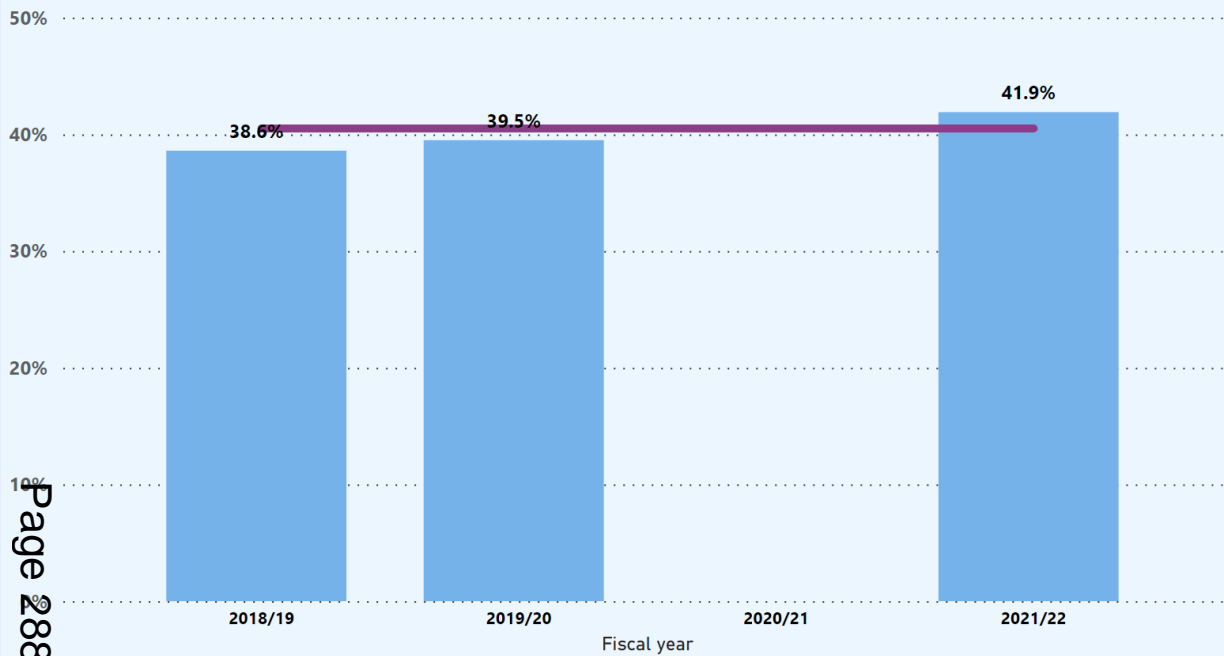
**Benchmarking timeframe**  
2022/23 Q4 (London position)

**Comment**

Target is 2021/22 statistical neighbour average for this check. History of poor performance, related to chronic staffing issues (reflecting national recruitment problems). New Recruitment and Retention Plan produced by CHS. Significant involvement of Public Health, including the Director of Public Health and Commissioners. Monthly monitoring and improvement plan in place. This has been reviewed by Children's Overview and Scrutiny.

### % of children aged 10-11 years (children in year 6) classified as obese or overweight

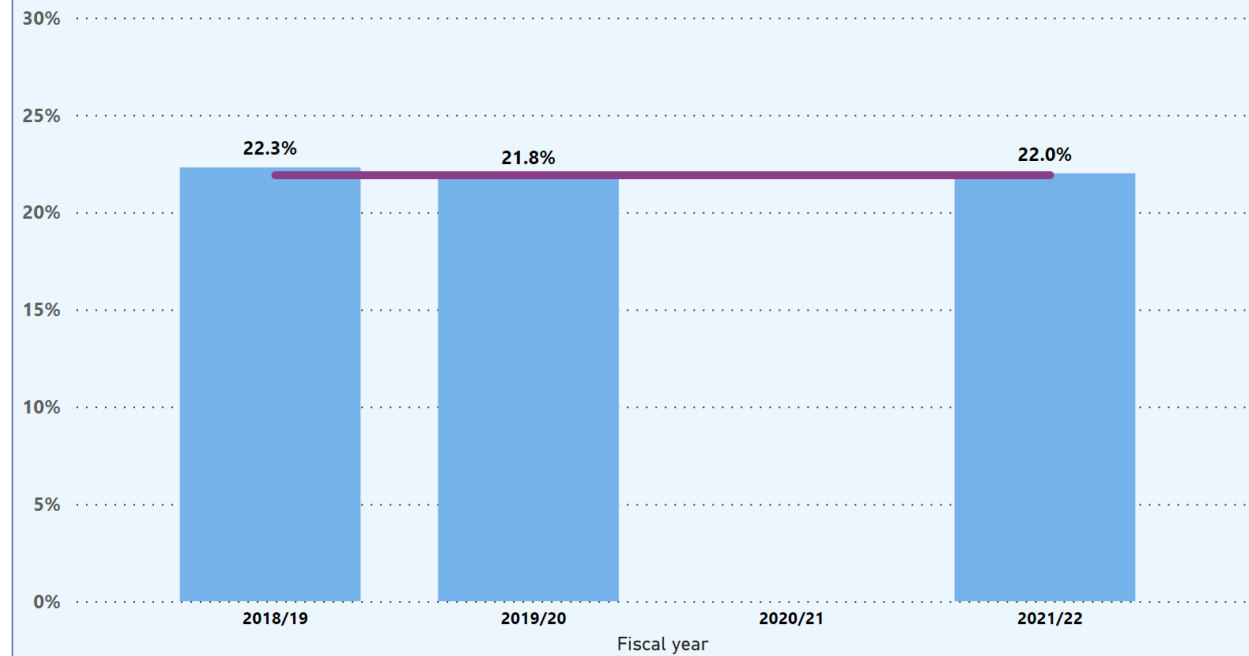
● Indicator value ● Target ● Benchmark



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### % of children aged 4-5 years (children in reception) classified as obese or overweight

● Indicator value ● Target ● Benchmark



**Indicator Ref.**  
M59

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

**Directorate**  
Partnership working

**RAG status - N/A**

**Benchmarking timeframe**  
2021/22 (London average)

**Comment**  
Owing to the suspension of the National Childhood Measurement Programme during the pandemic there is no updated information for 2020/21. The Healthy Schools programme includes a focus on healthy food in schools. Public Health are working with the NHS to develop a Tier 3/4 healthy weight service. The Food and Healthy Weight Partnership has a range of actions across the wider determinants of health, and is working to utilise grant funding available within this area.

**Indicator Ref.**  
M60

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

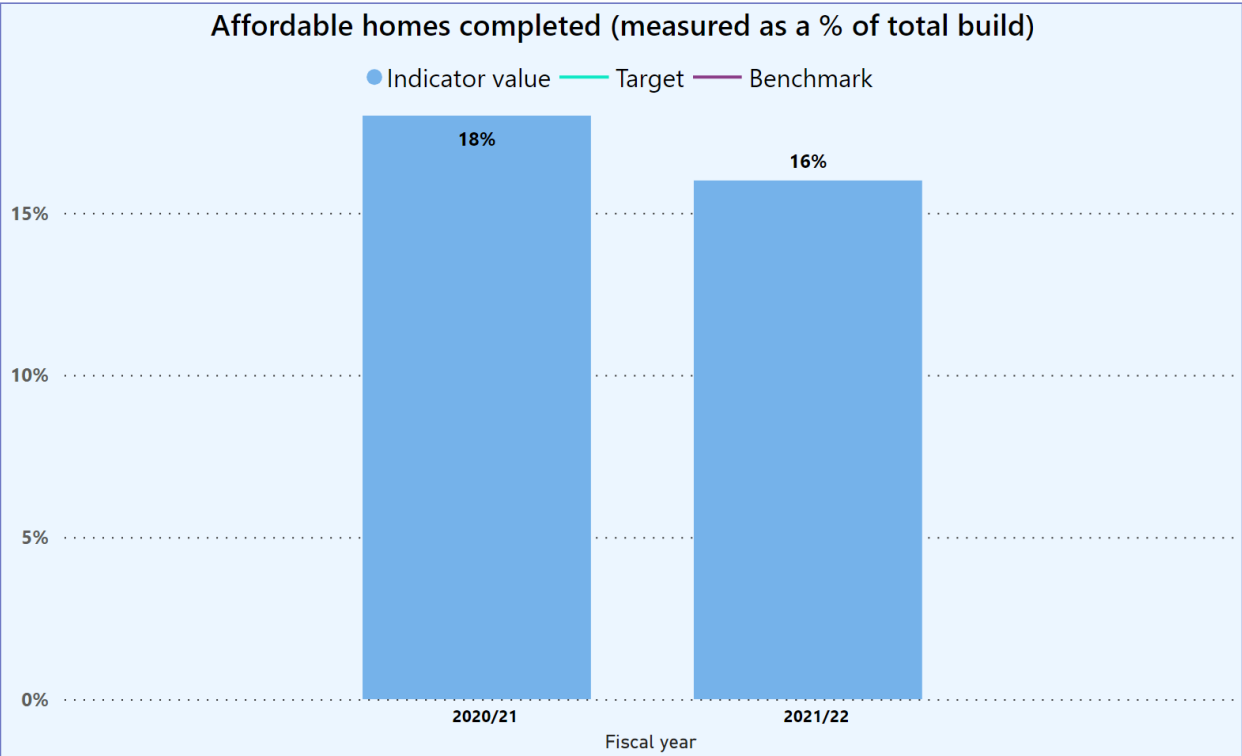
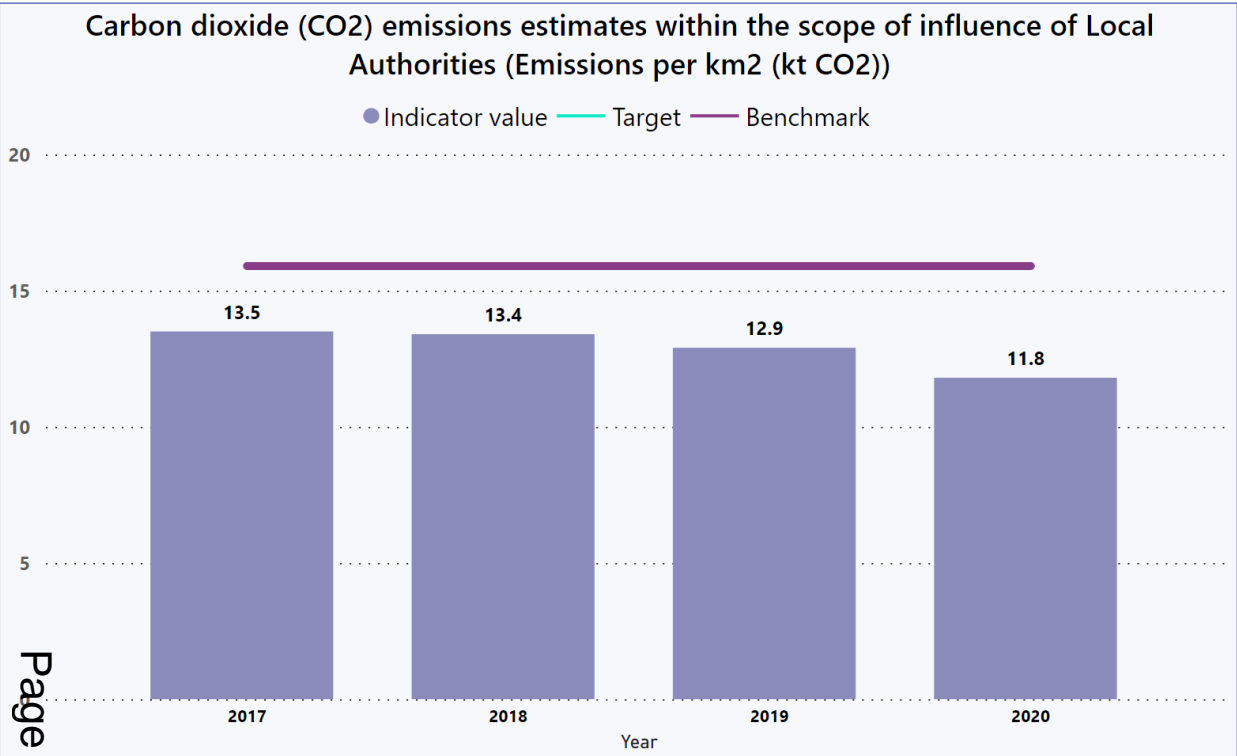
**Directorate**  
Partnership working

**RAG status - N/A**

**Benchmarking timeframe**  
2021/22 (London average)

**Comment**  
Owing to the suspension of the National Childhood Measurement Programme during the pandemic there is no updated information for 2020/21. Public Health are launching an early years healthy weight programme in the autumn that will provide support to children and families to achieve a healthy weight. Public health are also working with the NHS to develop a Tier 3/4 healthy weight service. The Food and Healthy Weight Partnership has a range of actions across the wider determinants of health, and is working to utilise grant funding available within this area.





**Indicator Ref.**  
M61

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

**Directorate**  
Sustainable Communities, Regen & Economic Recovery

**RAG status - Green**

**Benchmarking timeframe**  
2020 (London position)

**Comment**

**Indicator Ref.**  
M62

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

**Directorate**  
Partnership working

**RAG status - N/A**

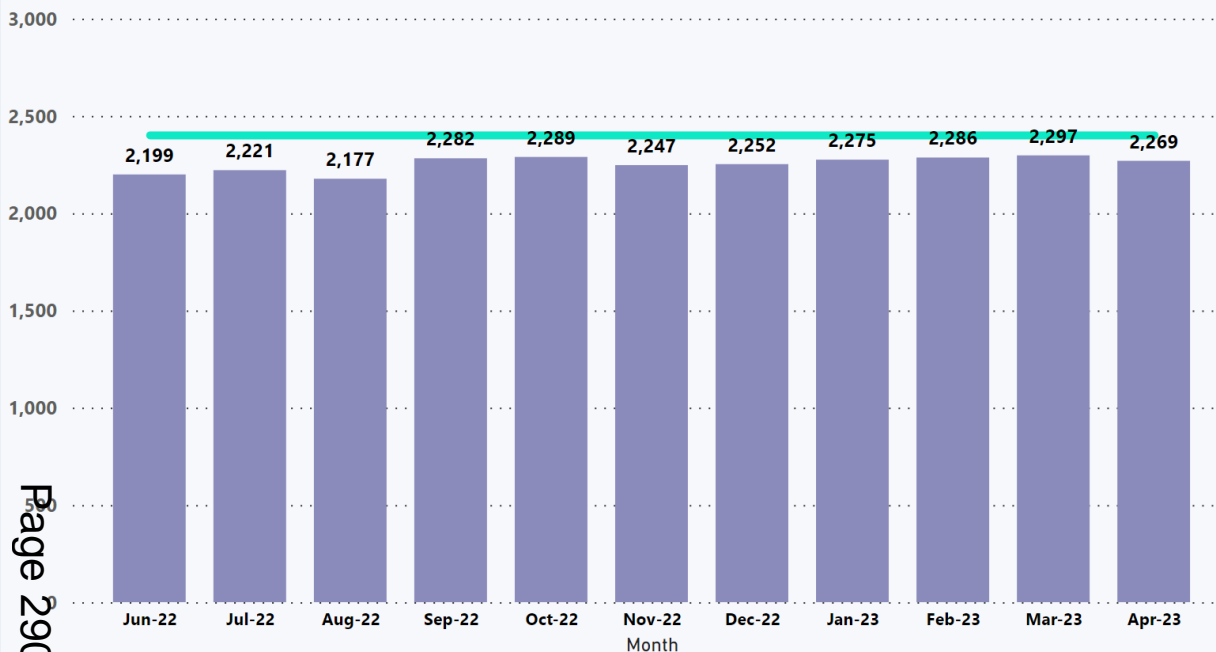
**Benchmarking timeframe**  
No comparable data available

**Comment**

The 338 net affordable housing completions for 21/22 only captures affordable housing units secured through Section 106 Agreements at the grant of planning consent. Therefore, the figure is exclusive of developments / units post the planning process that are acquired by Registered Providers and delivered as affordable housing. It should also be noted that in accordance with national policy the Council can only secure affordable housing from schemes of 10 units or more.

### Total households in Temporary accommodation

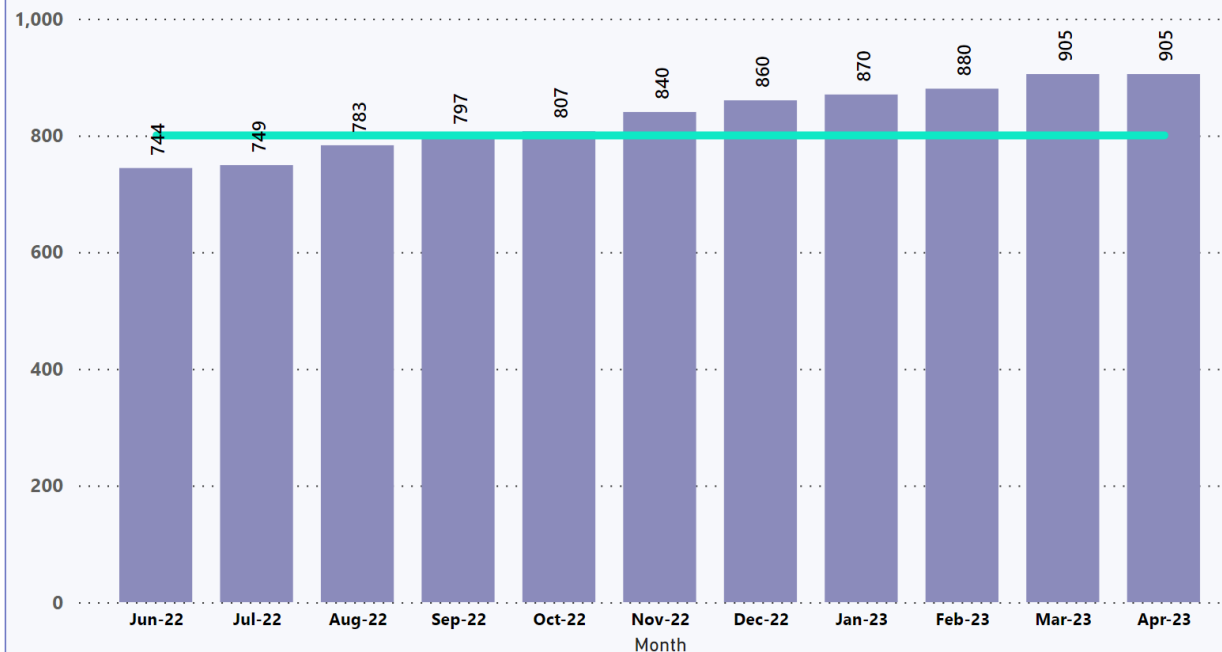
● Indicator value — Target — Benchmark



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### Number of temporary accommodation households that are in nightly let

● Indicator value — Target — Benchmark



**Indicator Ref.**  
M64

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

**Directorate**  
Housing

**RAG status - Green**

**Benchmarking timeframe**  
No comparable data available

**Comment**  
No update this month due to shutdown of OHMS system to implement the new NEC system. Latest data released by DLUHC up to December 31 2022 shows that for the first time in nearly 20 years, the number of households living in temporary accommodation in England has exceeded 100,000. There were 16.2 households living in temporary accommodation per 1,000 households in London, compared with 2.1 households per 1,000 in the rest of England. For the same or the same period up to December 31 2022, Croydon had 12.46 households per 1,000 households and the London average rate was 16.22 households. Redbridge had the highest rate of households in temporary accommodation in London with 26.2 households per 1,000 households, while Manchester had the highest rate outside London with 14.6 households per 1,000 households. At 31 March 2023, Croydon had 12.80 households per 1,000. Although this is lower than the London average, Croydon is seeing a gradual increase in line with national trend as there are a number of economic factors driving more people into homelessness while giving us fewer good options to help them. It should also be noted that Croydon figure only relates to legally homeless households reported to DLUHC but in practice there are more households accommodated in temporary accommodation under discretionary powers including current and former care leavers, secure tenants and households to whom homeless duty was ended but were left in the accommodation. A review of these legacy cases is being carried out as part of the transformation programme.

**Indicator Ref.**  
M65

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

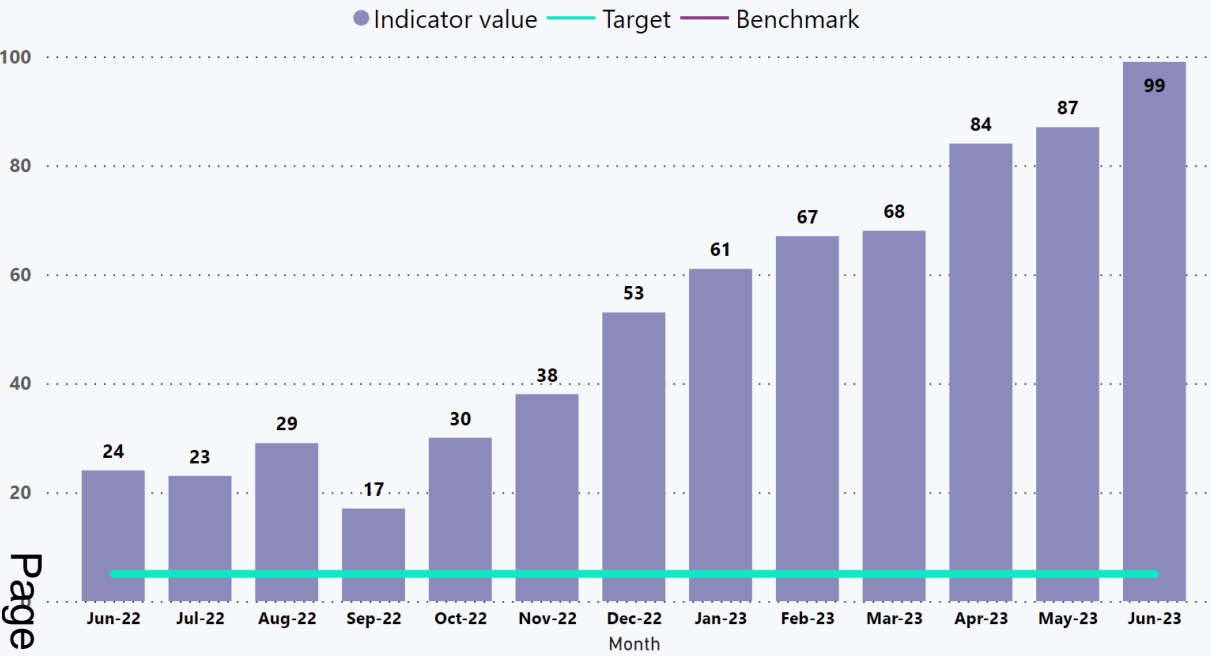
**Directorate**  
Housing

**RAG status - Red**

**Benchmarking timeframe**  
No comparable data available

**Comment**  
No update this month due to shutdown of OHMS system to implement the new NEC system. Based on latest data released by DLUHC up to December 31 2022, of the households in temporary accommodation, 12,220 were living in bed and breakfast (B&B) accommodation, up 31.8% from the same time last year. In line with national trend, the number of households occupying emergency accommodation is above the target. The increase in usage of emergency nightly purchased accommodation is disproportionate to the overall increase in temporary accommodation because Croydon Council is unable to secure suitable temporary accommodation for families due to shrinkage of affordable private sector accommodation.

## Number of temporary accommodation households that are in shared accommodation >6 weeks



Indicator Ref.  
M66

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

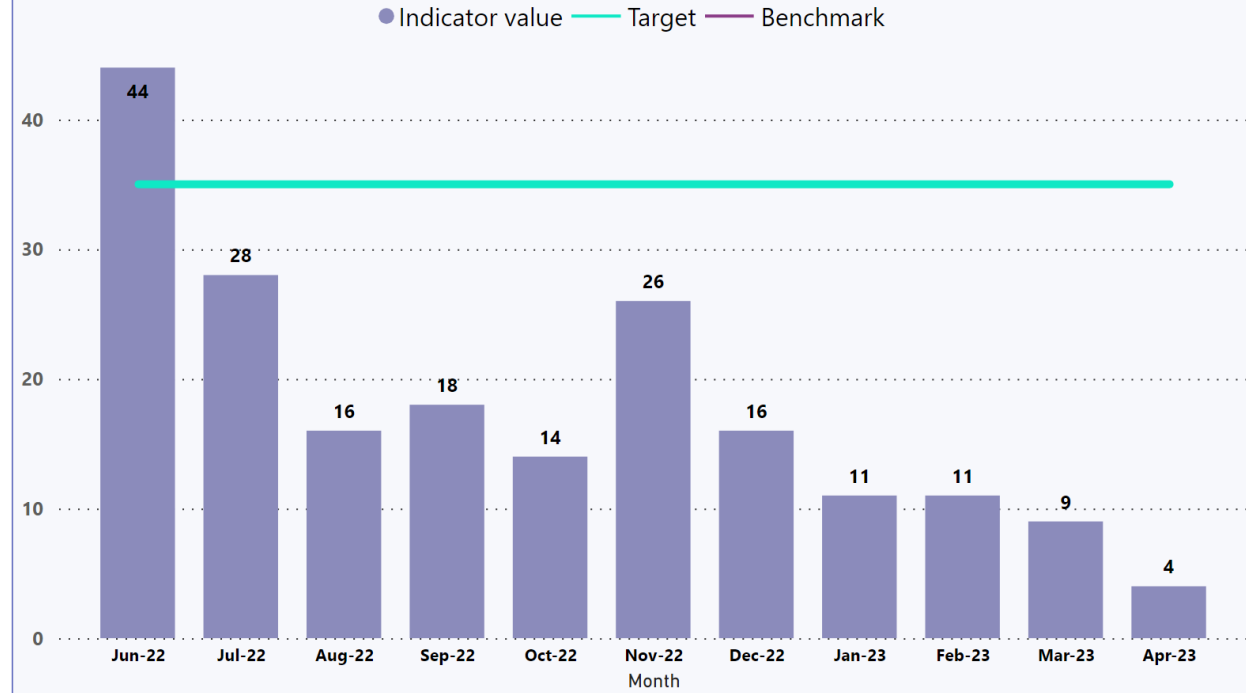
Directorate  
Housing

RAG status - Red

Benchmarking timeframe  
No comparable data available

**Comment**  
Unable to provide July data due to implementation of the new NEC system. Based on latest data released by DLUCH up to December 31 2022, the number of families living in bed and breakfast (B&B) accommodation with shared facilities for more than the statutory limit of 6 weeks is up 196.4% from 550 on 31st December 2021, and up 34.7% from 1,210 in the previous quarter. Although Croydon Council is continuing to support families to move out of shared B&B, meeting the target remains challenging in line with national trend and the current service structure which is ineffective in managing demand. Croydon Council places 60% of new applicants seeking help in emergency accommodation every month and good prevention performance would result in about 30% placement rate. The new structure to be implemented later this year is intended to address this.

## Number of homelessness cases prevented



Indicator Ref.  
M67

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate  
Housing

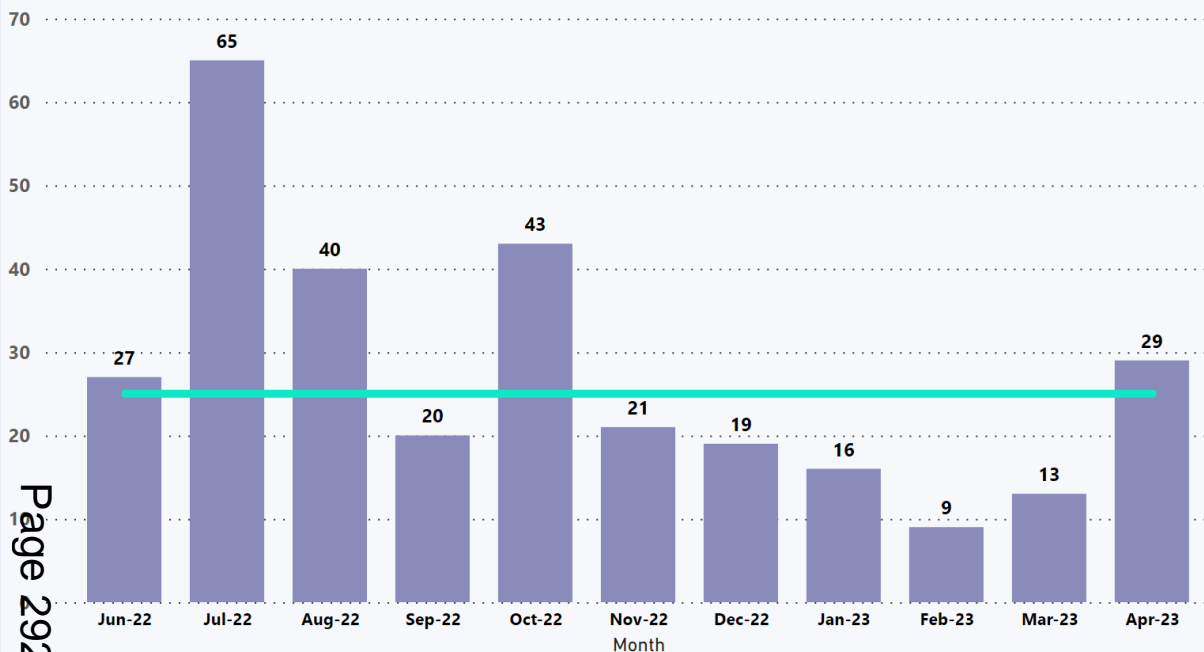
RAG status - Red

Benchmarking timeframe  
No comparable data available

**Comment**  
No update this month due to shutdown of OHMS system to implement the new NEC system. There is a backlog of prevention cases not on Ohms due to staff shortage and the team prioritising rent account cases. However, it must be stated that overall prevent activity is low to the structure of the service. This will be partly resolved by the restructure. However, it is important to state that continual rising prices, including rents are pushing more and more to the brink of homelessness. Another demand stress factor is Ukrainian households, Afghan households and now Sudanese households.

### Number of cases where Homelessness was Relieved

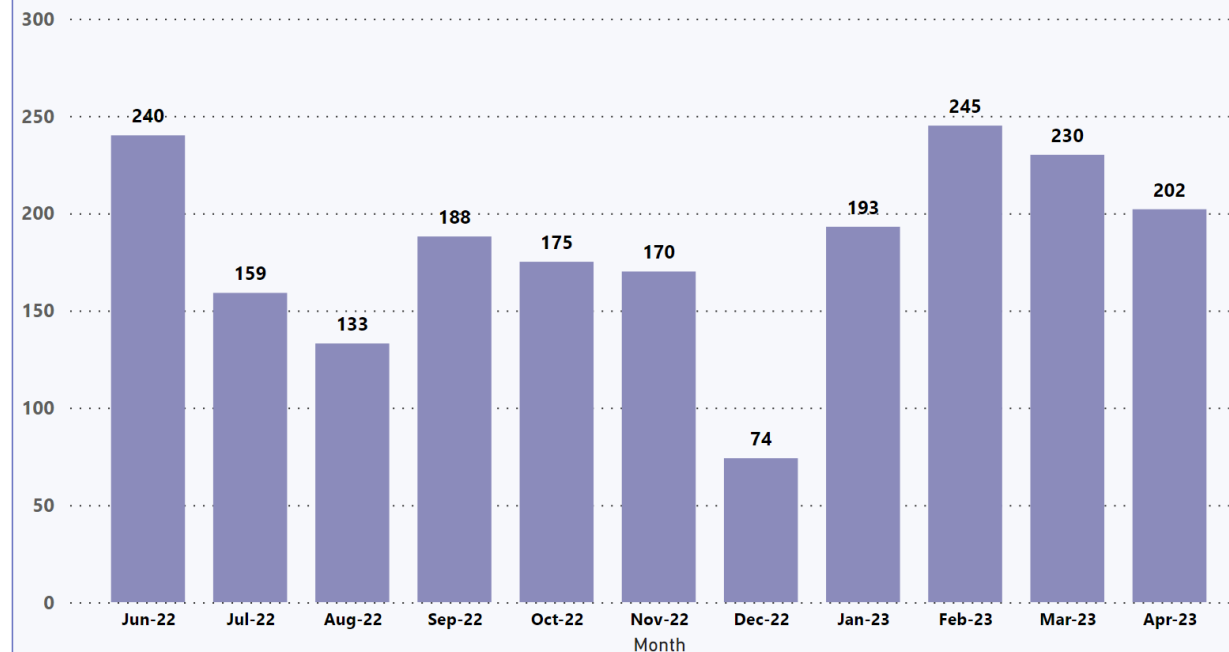
● Indicator value    — Target    — Benchmark



Page 292

### Number of Homeless Applications Made

● Indicator value    — Target    — Benchmark



**Indicator Ref.**  
M68

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

**Directorate**  
Housing

**RAG status - Green**

**Benchmarking timeframe**  
No comparable data available

**Comment**  
No update this month due to shutdown of OHMS system to implement the new NEC system. This figure will keep on fluctuating and there are pressures in housing supply. 39% of PRS landlords have left the markets. The average rent in London has increased 27% in the last 12 months. This is making it extremely difficult to source accommodation to relieve homelessness. This is evidenced that the numbers in TA have now exceeded 100,000 household for the first time since 2005.

**Indicator Ref.**  
M69

**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

**Directorate**  
Housing

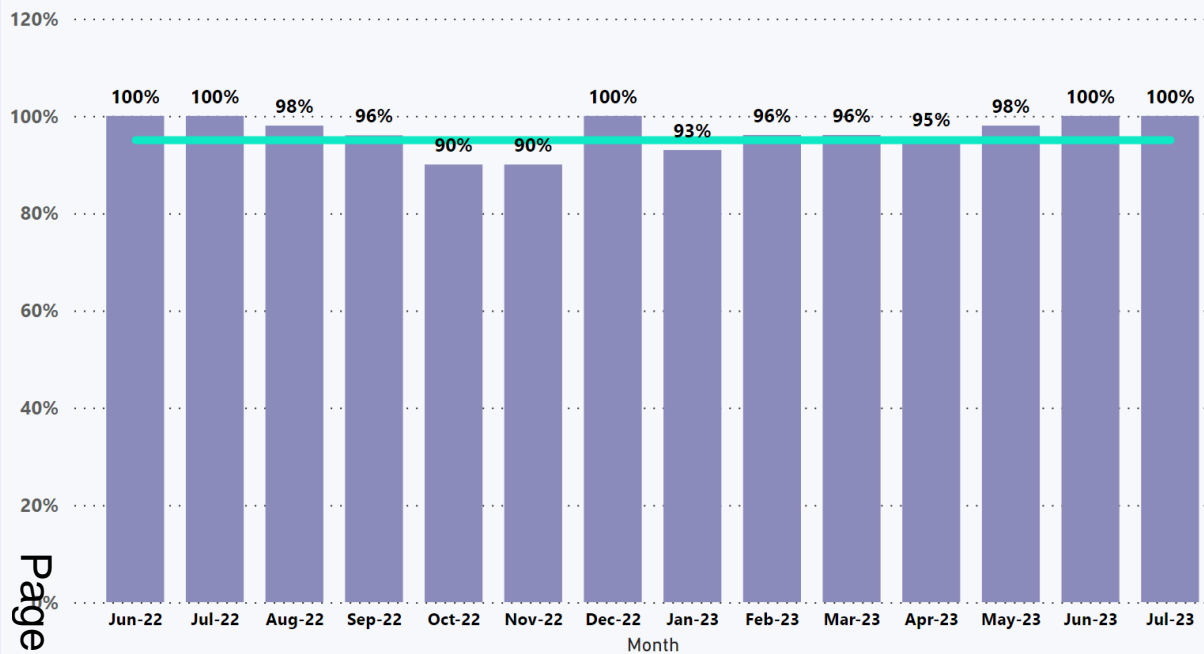
**RAG status - N/A**

**Benchmarking timeframe**  
No comparable data available

**Comment**  
No update this month due to shutdown of OHMS system to implement the new NEC system. This figure will reflect the influence of external factors driving the level of homelessness, including the rising cost of living, that can lead to households becoming homeless. A falling number may indicate that prevention measures actioned by the Housing service are proving effective.

### % of safeguarding intervention leading to reduction / removal of risk (closed episodes)

● Indicator value — Target — Benchmark



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Indicator Ref. M70

**Outcome 5**  
People can lead healthier and independent lives for longer

**Directorate**  
Adult Social Care and Health

**RAG status - Green**

**Benchmarking timeframe**  
No comparable data available

**Comment**

Explanatory note: The benchmark is the target – 95%. It is a Croydon set target.

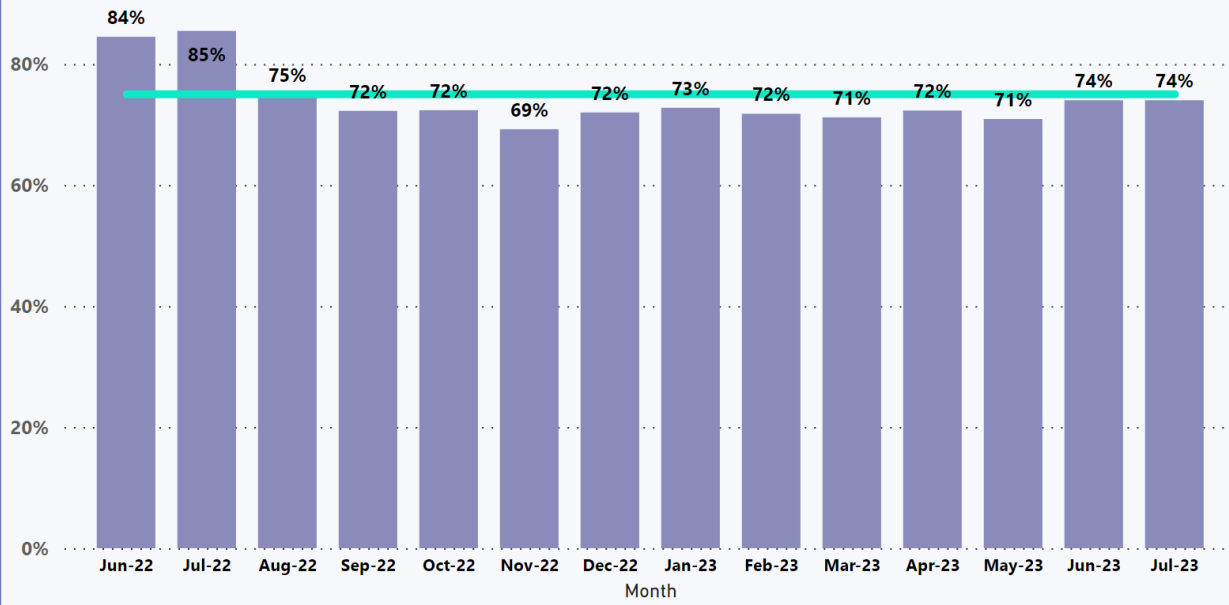
The size of the cohort is quite small, often less than 50. This means just one case without risk reduction has quite a significant impact on the overall percentage.

Key narrative: People who have capacity and are a part of a safeguarding process can make decisions which are not always wise and do not alleviate the risk. This can be a particular issue in respect of mental health enquiries, but not exclusive to mental health.

Sometimes cases are finished and followed up through another route, so risk may not have been evaluated. There are situations where risk cannot be fully removed. For example, people placed in a care home.

### % of people who approach the council for help with adult care and that is resolved at the point of initial contact.

● Indicator value — Target — Benchmark



Indicator Ref. M71

**Outcome 5**  
People can lead healthier and independent lives for longer

**Directorate**  
Adult Social Care and Health

**RAG status - Amber**

**Benchmarking timeframe**  
No comparable data available

**Comment**

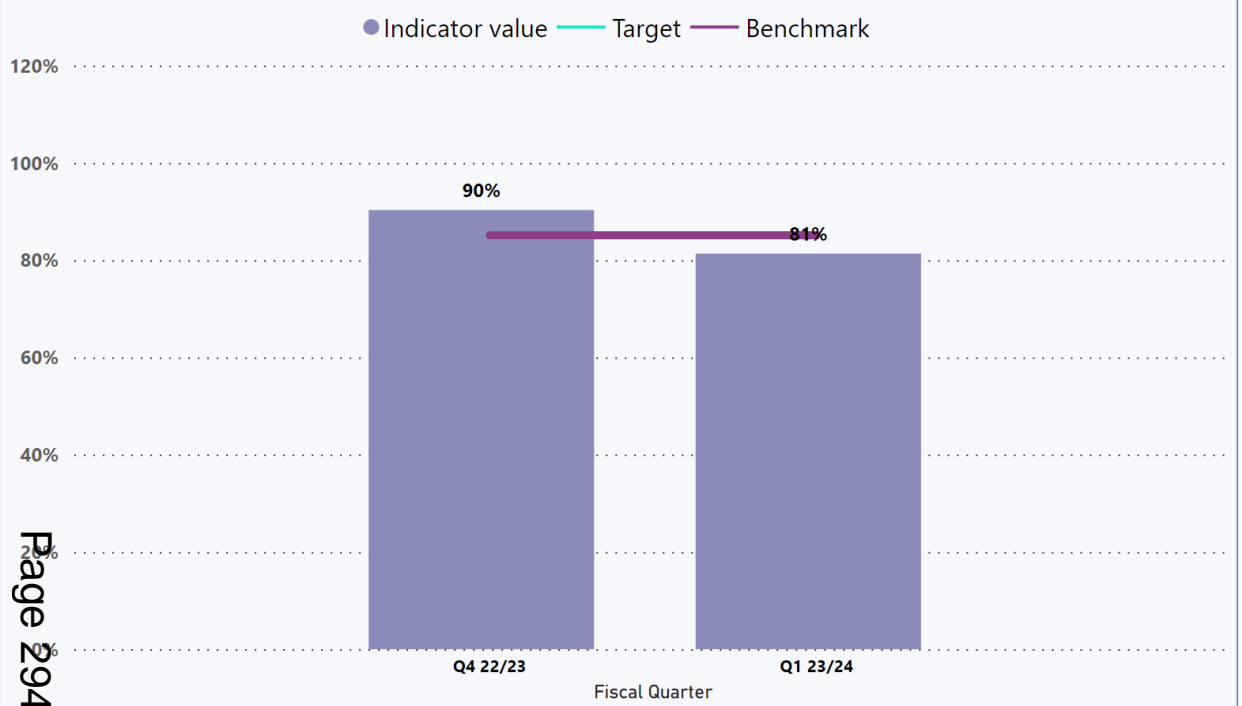
Explanatory note: The benchmark is the target - 75%. This is from the nationally recognised Institute of Personal Care report – Six Steps to Managing Demand.

It means the council should meet or exceed the target when resolving contacts through our Adult Early Intervention and Support Service. Through provision of proportionate information, advice and guidance preventing residents from unnecessary referrals related to reablement or a Care Act assessment.

Key narrative: The Directorate is investigating the significant change between May 23 and Jul 23, which has meant dropping below the target. It is believed to be a change to report queries.

Positively, the managing demand programme has introduced a new online portal referral service for residents and professionals. This is seen nationally as best practice from a digital perspective. This supported by the Department for Health and Social Care in terms of access to self referral. The programme is also in phase one of updating website content in relation to information, advice and guidance.

### % of people still at home after 91 days after returning home from using reablement service



Indicator Ref.  
M72

Outcome 5  
People can lead healthier and independent lives for longer

Directorate  
Adult Social Care and Health

RAG status - Amber

Benchmarking timeframe  
FY 21-22 (London position)

**Comment**

\*\*2021/22 benchmarking to be revised following publication of the national 2022/23 Use of Resources report, expected Oct/Nov 2023. Adult social care benchmarks will also change to London averages where available\*\*

Explanatory note: The benchmark is the target – 85.1%. The target describes people discharged from hospital who through reablement, have not re-entered hospital or been placed in residential and nursing.

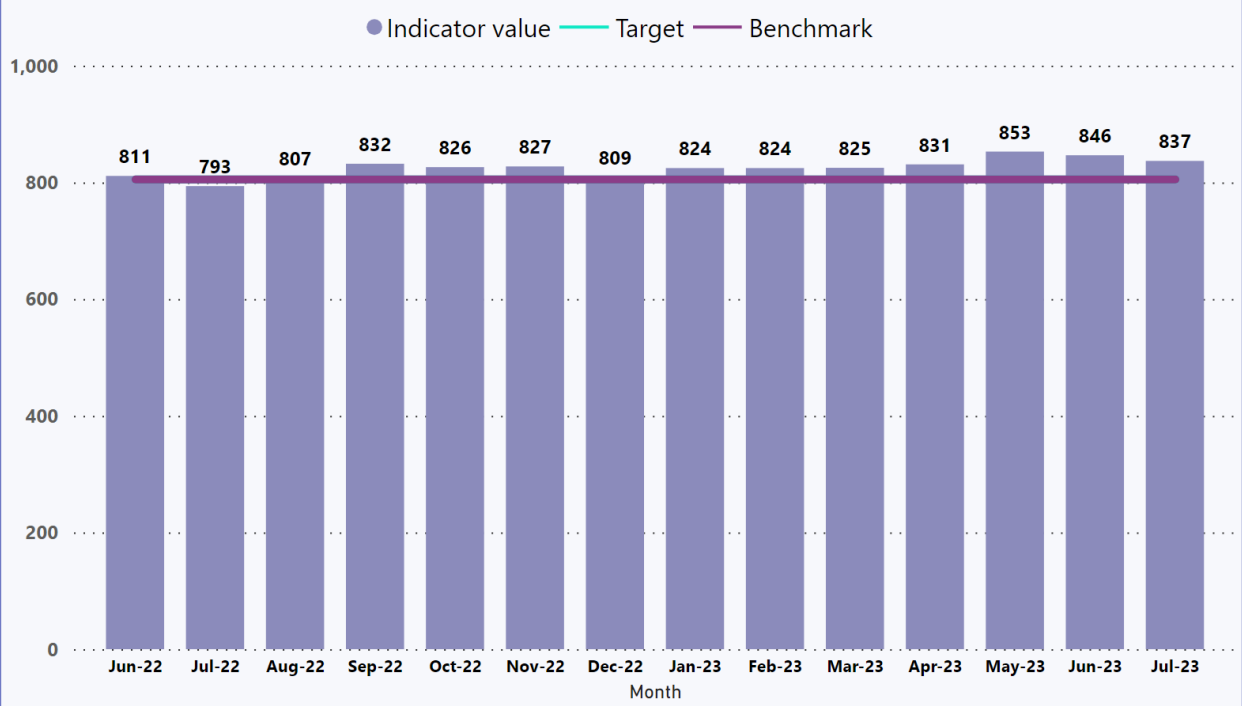
Key narrative: A higher proportion of Individuals are being discharged with complex needs, due to complexity of chronic health conditions, deterioration in health is greater resulting in readmission to hospital. There is an increase in individuals discharged, identified not to have reablement potential.

There is also an increase in discharge to assess community referrals from GPs and Rapid Response to prevent hospital admission initially, with a high proportion requiring hospital admission due to deterioration of health.

Increasingly the elderly population is seeing readmission after discharge from reablement for different reasons to the original hospital admission.

One Croydon Alliance partners have commissioned a deep dive of this key performance indicator.

### Rate of 18-64 clients in long term care (per 100,000)



Indicator Ref.  
M73

Outcome 5  
People can lead healthier and independent lives for longer

Directorate  
Adult Social Care and Health

RAG status - Amber

Benchmarking timeframe  
FY 21-22 (London position)

**Comment**

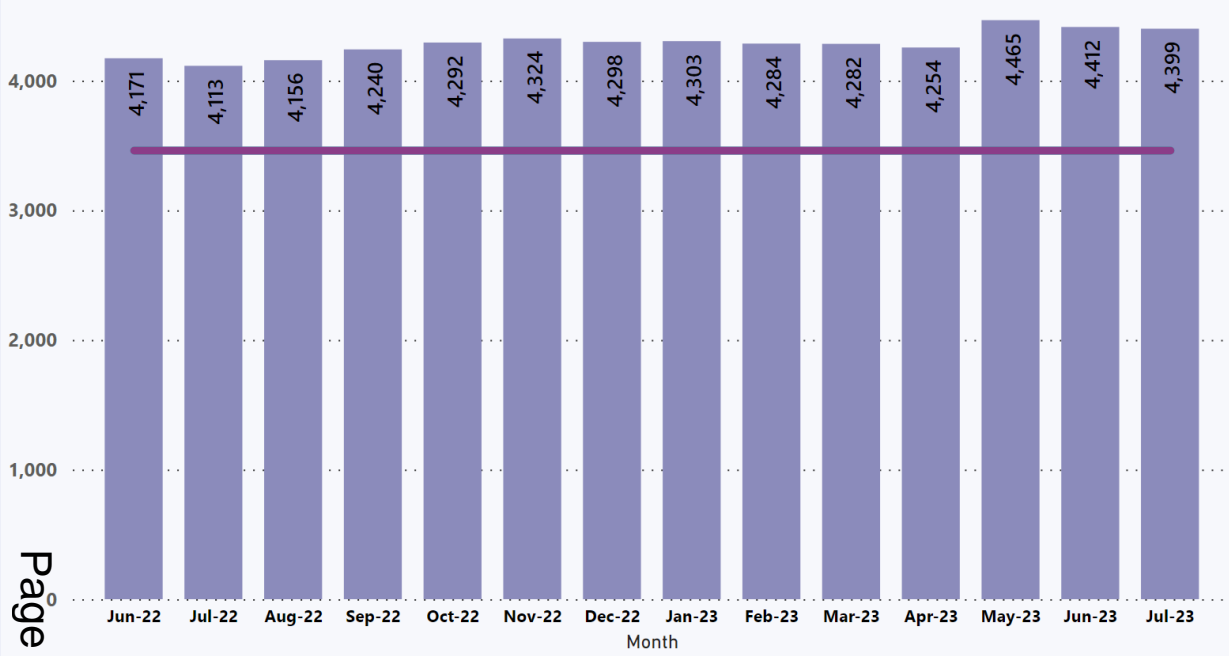
\*\*2021/22 benchmarking to be revised following publication of the national 2022/23 Use of Resources report, expected Oct/Nov 2023. Adult social care benchmarks will also change to London averages where available\*\*

Explanatory note: The benchmark is the target - 805. The metric describes all residents receiving funded long term care. This includes direct payments, home care and residential and nursing care.

Key narrative: A resident receiving funded services could sit within this metric for up to 46 years. Early intervention and enabling services are crucial. The approach to meeting the target is through our managing demand programme (information, advice and guidance) and good social care practice (strengths based assessment enabling connections with community services and use of care technology). Placing residents in borough where appropriate (as opposed to out of borough) is also a key change in our practice.

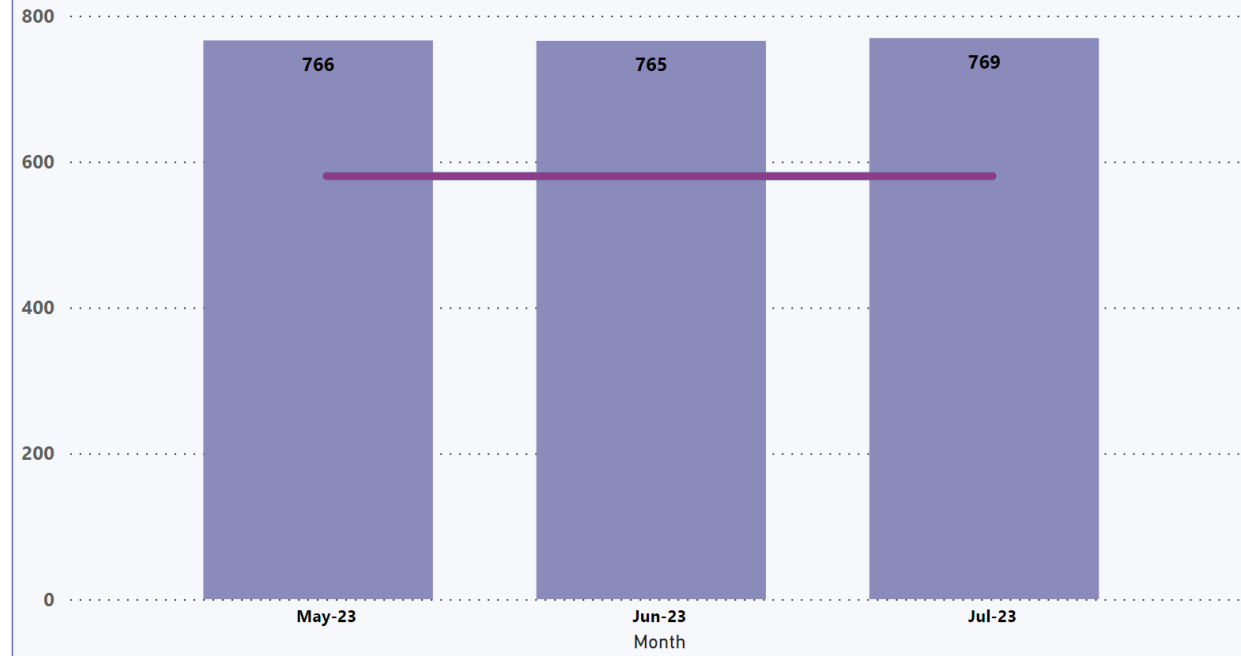
### Rate of 65+ clients in Long term care (per 100,000)

● Indicator value — Target — Benchmark



### Rate of 18-64 clients supported to live independently (per 100,000)

● Indicator value — Target — Benchmark



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Indicator Ref. M74

**Outcome 5**  
People can lead healthier and independent lives for longer

**Directorate**  
Adult Social Care and Health

**RAG status - Red**

**Benchmarking timeframe**  
FY 21-22 (England position)

**Comment**  
 \*\*2021/22 benchmarking to be revised following publication of the national 2022/23 Use of Resources report, expected Oct/Nov 2023. Adult social care benchmarks will also change to London averages where available\*\*  
 Explanatory note: The benchmark is the target – 3,459. The metric describes all residents receiving funded long term care. This includes direct payments, home care and residential and nursing care.  
 Key narrative: From October 2023, the benchmark will move to the London average, for which the 21/22 value is 4,914 and the council would be within the target.  
 A substantial element of the focus for this metric is aligned within the One Croydon Alliance (integrated health and care approach). It includes six community based multi-disciplinary teams aligned to GP practices, called huddles. The huddles enable review of residents not yet funded by social care to be proactively reviewed and with redirection to voluntary and community organisations.

Indicator Ref. M75

**Outcome 5**  
People can lead healthier and independent lives for longer

**Directorate**  
Adult Social Care and Health

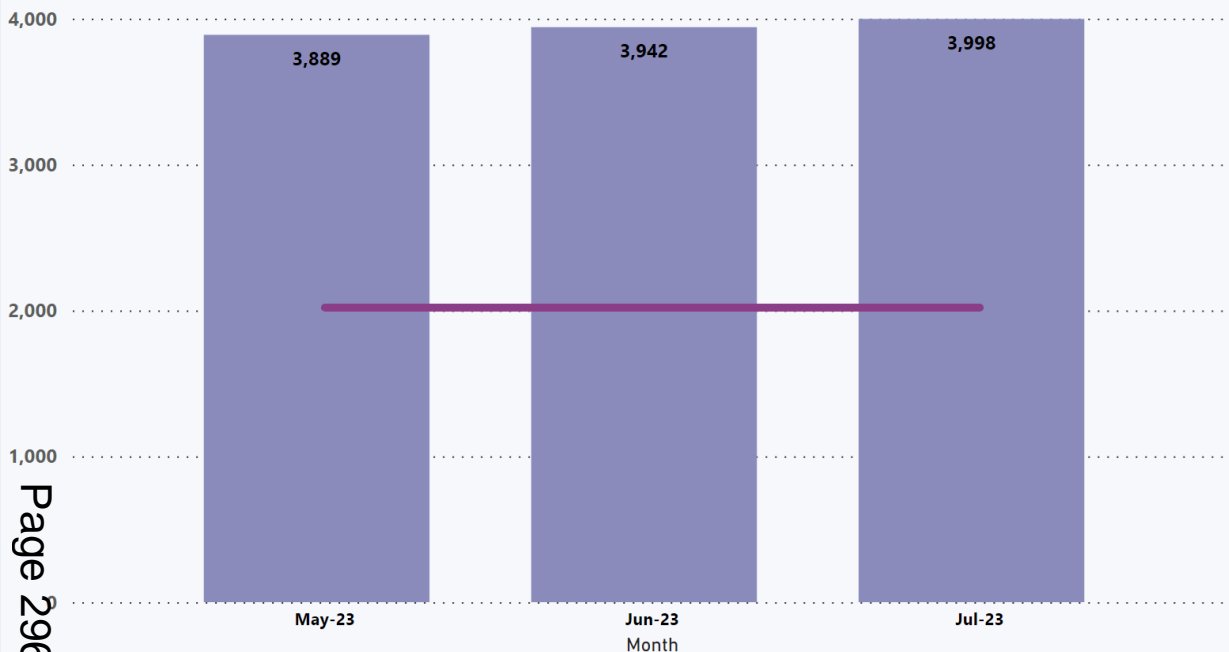
**RAG status - Red**

**Benchmarking timeframe**  
FY 21-22 (London position)

**Comment**  
 \*\*2021/22 benchmarking to be revised following publication of the national 2022/23 Use of Resources report, expected Oct/Nov 2023. Adult social care benchmarks will also change to London averages where available\*\*  
 Explanatory note: The benchmark is the target - 580. The metric describes all residents receiving funded long term care exclusive of residential and nursing care.  
 Key narrative: Although it remains best practice to support people to live independently in their own homes too many people are being supported per head of population.  
 A substantial element of the focus for this metric is aligned to developing the provider market on floating support (mainstream housing with minimal support to maintain tenancy and independent living). Funded costs for this are relatable to housing benefits rather than social care budgets.

### Rate of 65+ clients supported to live independently (per 100,000)

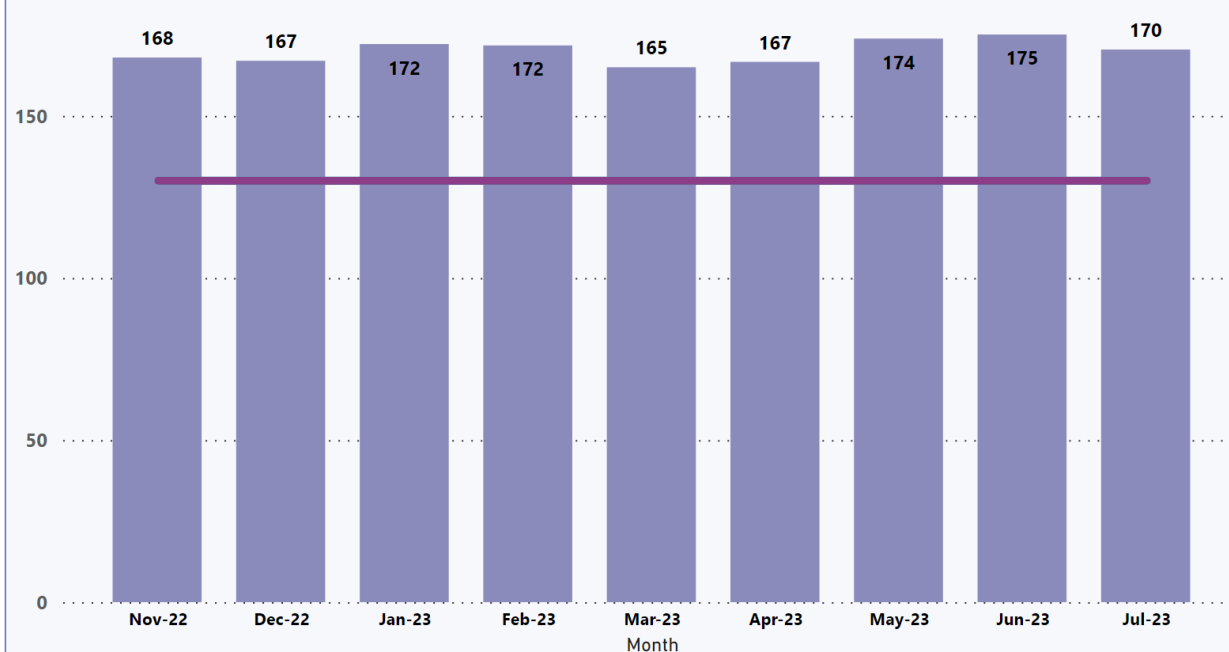
● Indicator value ● Target ● Benchmark



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### Rate of 18-64 people in residential and nursing care (per 100,000)

● Indicator value ● Target ● Benchmark



**Indicator Ref.**  
M76

**Outcome 5**  
People can lead healthier and independent lives for longer

**Directorate**  
Adult Social Care and Health

**RAG status - Red**

**Benchmarking timeframe**  
FY 21-22 (England position)

**Comment**

\*\*2021/22 benchmarking to be revised following publication of the national 2022/23 Use of Resources report, expected Oct/Nov 2023. Adult social care benchmarks will also change to London averages where available\*\*

Explanatory note: The benchmark is the target - 2019. The metric describes all residents receiving funded long term care exclusive of residential and nursing care.

Key narrative: From October 2023, the benchmark will move to the London average, for which the 21/22 value is 3,245; which the council would still be exceeding. Although it remains best practice to support people to live independently in their own homes too many people are being supported per head of population. Croydon has a higher than average level of chronic illness compared to other South West London boroughs (Core20Plus Public Health).

A substantial element of the focus for this metric is aligned within the One Croydon Alliance (integrated health and care approach). It includes integrated care network (ICN+) model, and the six community based multi-disciplinary teams aligned to GP practices, called huddles. The huddles enable review of residents not yet funded by social care to be proactively reviewed and with redirection to voluntary and community organisations.

Increasing use of extra care housing (significant void reduction in 2023/24) is enabling residents to stay in the community in their own tenancy.

**Indicator Ref.**  
M77

**Outcome 5**  
People can lead healthier and independent lives for longer

**Directorate**  
Adult Social Care and Health

**RAG status - Red**

**Benchmarking timeframe**  
FY 21-22 (London position)

**Comment**

\*\*2021/22 benchmarking to be revised following publication of the national 2022/23 Use of Resources report, expected Oct/Nov 2023. Adult social care benchmarks will also change to London averages where available\*\*

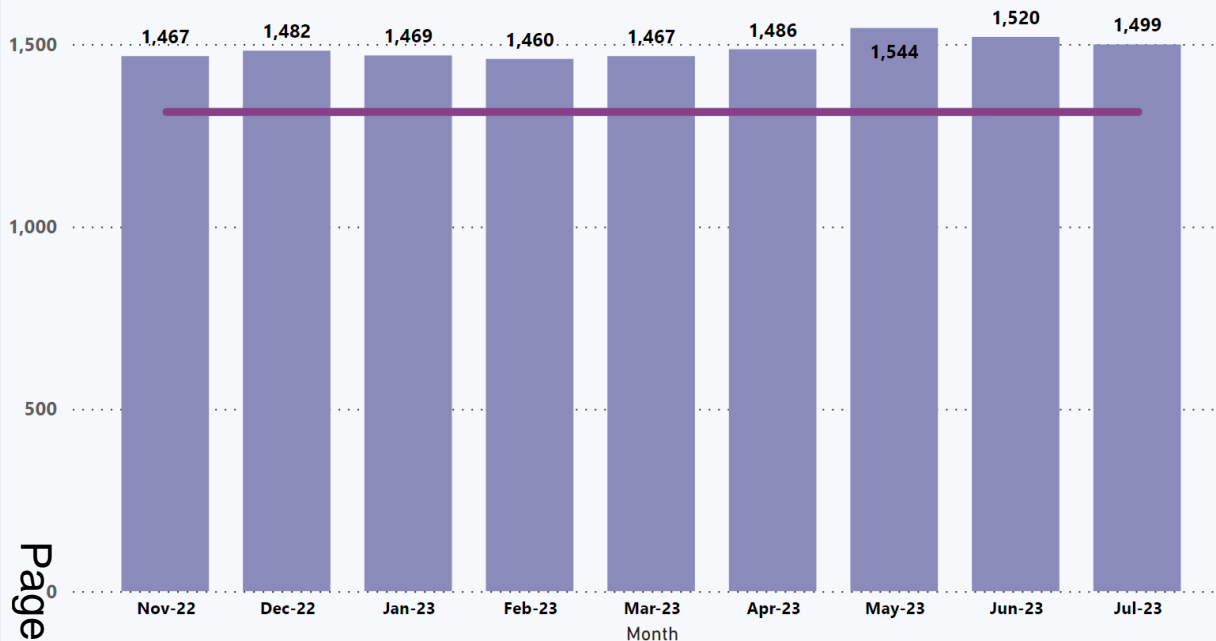
Explanatory note: The benchmark is the target - 130. This metric describes all residents receiving funded care only placed in residential or nursing care.

Key narrative: The key focus of this metric is our managing demand approach, only placing newly assessed or reviewed residents in residential or nursing care where it is absolutely necessary. Where residents are already placed, review should always consider the opportunity for step down to extra care housing.



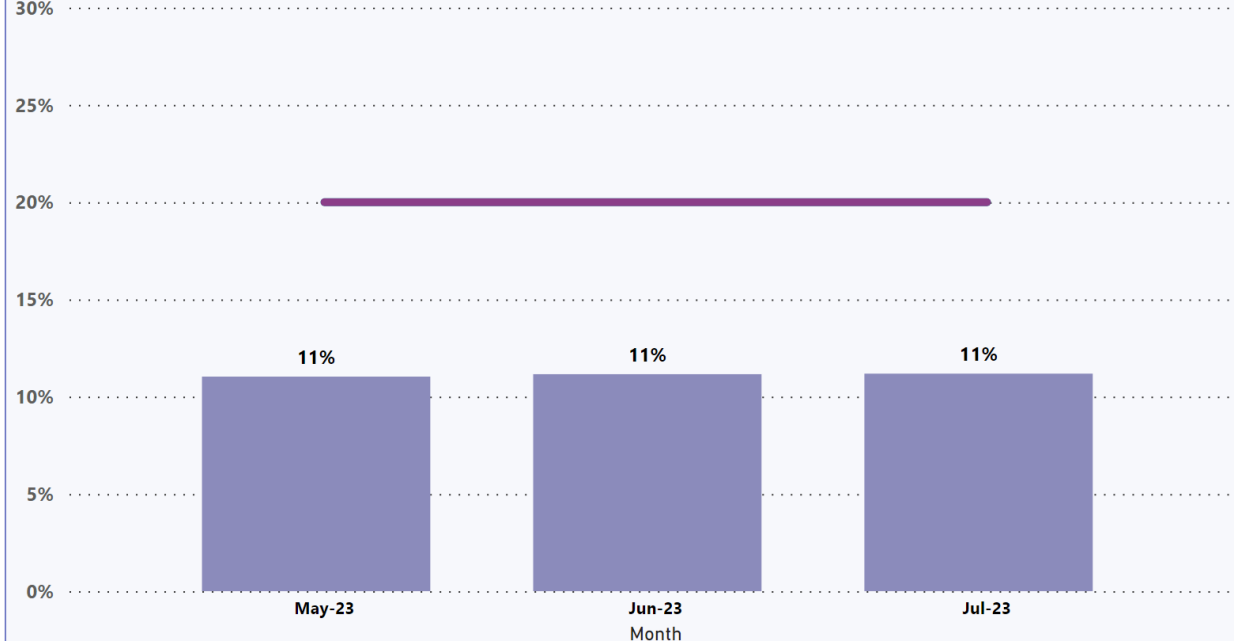
### Rate of 65+ people in residential and nursing care (per 100,000)

● Indicator value — Target — Benchmark



### % of eligible adults managing their care via direct payment

● Indicator value — Target — Benchmark



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Indicator Ref. M78

**Outcome 5**  
People can lead healthier and independent lives for longer

**Directorate**  
Adult Social Care and Health

**RAG status - Red**

**Benchmarking timeframe**  
FY 21-22 (England position)

**Comment**  
 \*\*2021/22 benchmarking to be revised following publication of the national 2022/23 Use of Resources report, expected Oct/Nov 2023. Adult social care benchmarks will also change to London averages where available\*\*  
 Explanatory note: The benchmark is the target 1,314. This metric describes all residents receiving funded care only placed in residential or nursing care.  
 Key narrative: From October 2023, the benchmark will move to the London average, for which the 21/22 value is 1,482; which the council would be slightly exceeding.  
 Discharge from hospital issues relating to the metric are now being explored within the Frontrunner programme for which Croydon is one of 6 national pilots. Including developing a transfer of care hub and increased intermediate care beds.  
 Further, there remains a gatekeeping process between health and care regarding scrutiny of proposed placements to residential care.  
 Once residents are placed, there is an interim winter beds step down team, that looks to return people to their own homes/tenancies where relevant.

Indicator Ref. M79

**Outcome 5**  
People can lead healthier and independent lives for longer

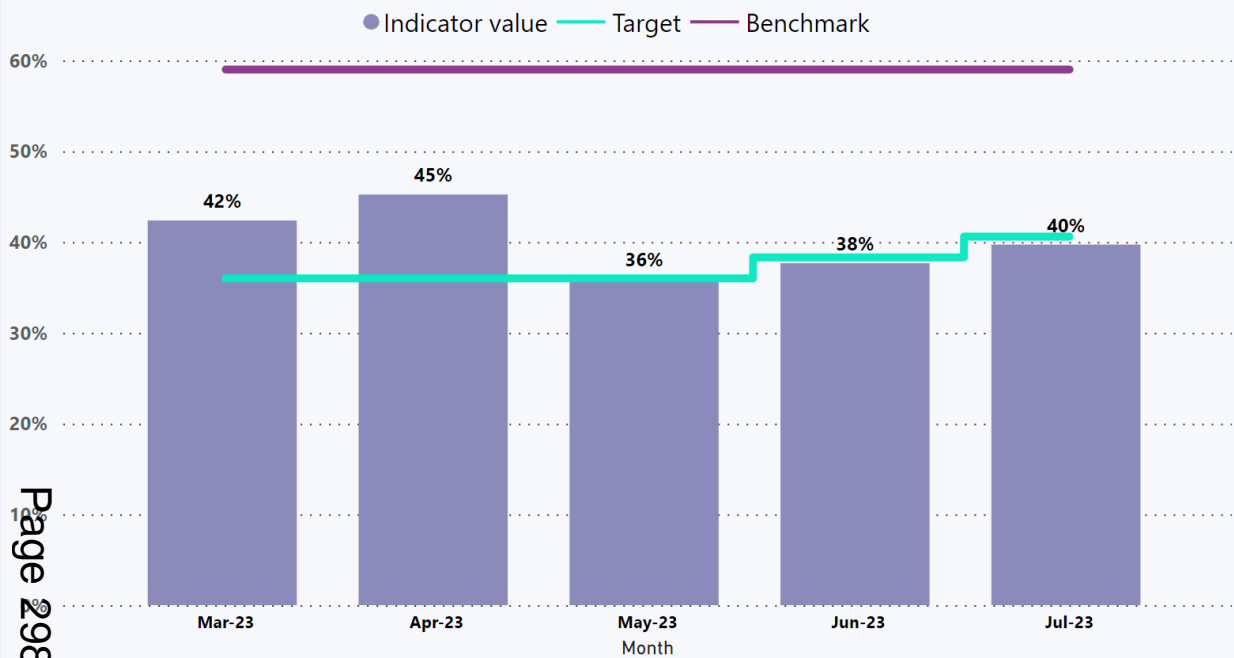
**Directorate**  
Adult Social Care and Health

**RAG status - Red**

**Benchmarking timeframe**  
FY 21-22 (London position)

**Comment**  
 \*\*2021/22 benchmarking to be revised following publication of the national 2022/23 Use of Resources report, expected Oct/Nov 2023. Adult social care benchmarks will also change to London averages where available\*\*  
 Explanatory note: The benchmark is the target 20%, although the England average is higher at 27%. Direct payments enable residents receiving funded social care services to have control of the services they chose to purchase to meet their needs.  
 Key narrative: The Kings Fund social care 360 report, notes between 2016/17 and 2021/22 nationally Direct Payments take up fell from 130,000 to 117,000. Overall 27% of people used a direct payment (38% working-age adults and 15% older people).  
 In Croydon, 21% of Younger Adults and 5% of Older Adults are in receipt of Direct Payments. Croydon has a significantly lower percentage of younger adults in receipt of direct payments and this is depressing the overall outturn.  
 Post covid impacts on the provider market, challenges in developing and recruiting personal assistants (PAs), and confidence in using direct payments are all variables impacting the low take up in Croydon. In February 2022, the national vacancy rate for PAs stood at 13.1 per cent, even higher than that for care workers. A project to improve take up is in place within our managing demand programme.

## % of long term clients in care for more than 12+ months, who have had a review in the last 12 months



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**Indicator Ref.**  
M80

**Outcome 5**  
People can lead healthier and independent lives for longer

**Directorate**  
Adult Social Care and Health

**RAG status - Amber**

**Benchmarking timeframe**  
FY 21-22 (London position)

**Comment**

\*\*2021/22 benchmarking to be revised following publication of the national 2022/23 Use of Resources report, expected Oct/Nov 2023. Adult social care benchmarks will also change to London averages where available\*\*

Explanatory note: The benchmark is the target – 59%. Residents receiving social care are eligible for a statutory review every 12 months.

This indicator aligns with the national Short and Long Term care (SALT) measure. This only counts reviews that took place within the last 12 months. It is a cumulative target that will increase month on month as reviews are completed.

Key narrative: There has been a significant improvement over the last year to increase the number of reviews completed, with 500 fewer overdue reviews compared to January 2023. Early indications from the SALT return have the 22/23 full year outturn at 48% reviews completed, increased from 19% in 21/22.

## LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	<b>CABINET</b>	
<b>DATE OF DECISION</b>	<b>25th October 2023</b>	
<b>REPORT TITLE:</b>	<b>Reopening Purley Pool and Leisure Centre: The Redevelopment Purley High Street Carpark and Leisure Centre PART A</b>	
<b>CORPORATE DIRECTOR / DIRECTOR:</b>	<b>Nick Hibberd, Corporate Director, Sustainable Communities, Regeneration and Economic Recovery</b>	
<b>LEAD OFFICER:</b>	<b>Huw Rhys-Lewis, Interim Director of Commercial Investment &amp; Capital</b>	
<b>LEAD MEMBER:</b>	<b>Jason Perry, EXECUTIVE MAYOR OF CROYDON</b>	
<b>KEY DECISION?</b>	<b>YES</b>	<b>REASON:</b> Key Decision – Decision significantly impacts on communities living or working in an area comprising two or more Wards
<b>CONTAINS EXEMPT INFORMATION?</b>	<b>YES</b>	<p>Public with exempt Part B report and appendices</p> <p><b>Grounds for the exemption:</b> Exempt under paragraph 3 of Schedule 12A of the Local Government Act 1972 as it relates to the financial or business affairs of any particular person (including the authority holding that information) and the public interest in withholding disclosure outweighs the public interest in disclosure.</p> <p><b>Part A Public</b>  <b>Appendix 1 – Site Plan of existing site</b>  <b>Appendix 2 – EQIA</b></p> <p><b>Part B Exempt</b>  <b>Appendix 1 – Agreed draft Heads of Terms</b>  <b>Appendix 2 – Polaska site development plan</b>  <b>Appendix 3 – High level Programme</b></p>
<b>WARDS AFFECTED</b>	<b>Purley and Woodcote</b>	

### 1. SUMMARY OF REPORT

- 1.1 This report outlines the progress with meeting the Mayor’s Business Plan priority to reopen a Purley Pool and Leisure Centre at the heart of Purley town Centre. The site is located between High Street and Whytecliffe Road South and comprises several different/former uses notably Purley Leisure Centre and Purley Multi-Storey Car Park. The surrounding streets are a mix of commercial and residential buildings of 2-6 storeys.

- 1.2 Purley Pool and Leisure Centre is currently closed following a decision taken by Cabinet to close the centre in October 2021. This was as a result of the COVID outbreak and national lockdown. On the 24th of January 2022 Cabinet confirmed the decision not to re-open the facility after the easing of lockdown restrictions taking into consideration the failure of the mechanical and electrical (M&E) equipment and the need for significant additional investment in the facility to bring it back into operation. Since the initial reports into the mechanical and electrical systems were undertaken further deterioration has been noted to the internal concrete walls surrounding the pool ballast, including visible cracking and water leakage rendering the current pool not fit for purpose with the only viable option being redevelopment/ rebuild of the centre.
- 1.3 Polaska Assets Limited (“Polaska”), currently hold a long leasehold interest on the site and are seeking to bring forward a scheme to include a 246-unit mixed-use retirement village and public leisure centre scheme and new pool. Polaska’s proposals also include commercial units, a new civic square, a public route through the site improving connectivity to Purley station, and the car parking.
- 1.3 The council is currently exploring the option of entering into a development agreement with Polaska to enable this development to come forward and have negotiated draft heads of terms with Polaska (Part B Appendix 1), for approval.

## **2. RECOMMENDATIONS**

For the reasons set out in the report and its appendices, the Executive Mayor in Cabinet is recommended to:

1. Approve the draft Heads of Terms between Polaska Assets Limited (Polaska) and the Council (as set out in Part B appendix 1) relating to the proposed redevelopment by Polaska of Purley Leisure Centre and surrounding site, and with a view to negotiating and entering into a development agreement and property agreements.
2. Delegate authority to the Corporate Director of Sustainable Communities, Regeneration and Economic Recovery, in consultation with the Director for Commercial Investment and Capital, to finalise and enter into the Head of Terms (HoT) between the Council and Polaska.
3. Delegate authority to the Corporate Director of Sustainable Communities, Regeneration and Economic Recovery, in consultation with the Director for Commercial Investment and Capital, to finalise the drafting of the development agreement and new head lease between the Council and Polaska.
4. Agree that there will be a further report presented to the Executive Mayor in Cabinet seeking authority to enter into a development agreement and lease agreements with Polaska for the redevelopment of Purley Leisure Centre and surrounding site, subject to further due diligence and planning permission.
5. To notes the opportunity to regenerate an important part of Purley town centre as set out in the Mayor’s wider business plan (2022 – 2026).

### **3. REASONS FOR RECOMMENDATION**

- 3.1 The redevelopment and reopening of Purley Pool Leisure centre forms an important part of the Purley Town Centre plan as set out in the Mayor's wider business plan (2022 – 2026).
- 3.2 Approval to enter into Heads of Terms between the Council and Polaska, with Polaska acting as developer, is a first step in bringing forward the redevelopment of the Purely pool site which would provide additional housing in Purley and the Borough as well as the delivery of a brand new Purley Pool Leisure centre back to the Council to benefit Purley Town Centre and its residents.

### **4.0 BACKGROUND AND DETAILS**

- 4.1 Polaska are seeking to enter into an agreement with Council for the redevelopment of a site at Purley High Street (the Site). The Site currently comprises an old, unused supermarket, a currently closed Council leisure centre and a Council-operated space public car park. Polaska's proposals for redevelopment are currently subject to planning consultation and comprise:
- High street accessible Leisure Centre including six-lane pool, training pool, 80 station gym, fitness studio, café and soft play facilities
  - Public square directly off of the High Street
  - New public route linking Purley Station to Purley High Street
  - Integrated retirement community for an 'active' and 'social' retirement consisting of circa. 245 specialist older persons' homes with the amenities being shared and accessible to the public
  - New commercial space fronting high street and public square
  - Integrated retirement community with health and wellness facilities

#### Landholdings Lease Summary

- 4.2 The Council owns the freehold title to the Site. Polaska has a lease of the site running for a term from 25 March 1979 until 25 March 2129.

A lease deed of variation was signed by both parties in 2004 confirming that the lease term be extended from 25 March 1979 to 25 March 2129. The sum paid for the variation by Polaska is set out in Part B of this report. There is no break clause in the lease. The Leisure Centre and car park are underlet to the Council.

- 4.3 The Leisure centre and pool is currently included in the operator's agreement between Croydon Council and Greenwich Leisure Limited ("GLL"), who were also granted a sub-underlease by the Council of the Leisure Centre in September 2021 for 20 years from 28 February 2018 to 27 February 2038. The car park is managed in-house by parking services. In the event of the development proceeding the newly constructed leisure centre and pool would be operated by GLL on behalf of the Council.

- 4.4 In January 2022 after a period of further public consultation cabinet decided to not reopen the public pool and leisure centre due to the significant capital investment required to bring the site back into operation. Alongside this was due to the limited facilities currently provided on the site it was likely that the site would require operational funding support from the Council. The previous options considered as part of those decisions have been re-considered in section 5 as part of the proposals in this report.
- 4.5 The site plan and the current site are included in Part A Appendix 1 and the PART B Appendix 2 provides details of the current proposed scheme design being developed by Polaska.
- 4.6 Details of the proposed deal structure between Polaska and the Council are included in Part B of this report.

### **Scheme's development programme/timetable**

- 4.7 Polaska proposals with regards timings on bringing forward the development are set out in Appendix 3 of Part A of this report. The timescales are indicative at present and subject to change.

### **Next steps**

- 4.8 The Council and Polaska to enter into the HoT.
- 4.9 The Council and Polaska to complete the design of a scheme which as far as possible, takes into consideration views/ recommendations of the Local Planning Authority and Greater London Authority and submit a planning application for the scheme.
- 4.10 The parties will commence drafting the Development Agreement, new lease and sublease covering the demolition and construction of a new Leisure Centre and Car Park. Polaska have agreed to underwrite Council external legal costs which is intended to cover the costs of developing and finalising the development agreement and various lease and sub lease documents.

## **5. ALTERNATIVE OPTIONS CONSIDERED**

- 5.1 On July 6<sup>th</sup> 2022 Cabinet considered a report on Purley Pool which included 6 options to be considered. These being.

### **Option 1 Repair:**

Undertake urgent and immediate repairs to bring the facility back into operable use only.

**Output** – that the costs of immediate short-term repairs had not been fully quantified at the time. Such an approach would be short term fix but did not address the wider need for refurbishment. This option was rejected.

### **Option 2 Refurbish with the same footprint:**

Assess the replacement of M&E plant equipment, building repairs, and refurbishment to make it a modern and welcoming facility. Explore opportunities to invest to save equipment, e.g. customer turnstiles, energy saving equipment, etc.

**Output** - In 2020 it was estimated that refurbishment of Purley Pool and Leisure Centre would cost a minimum of £3.4m. This estimate was based in surveys undertaken in 2015 and 2019. Since then there has been further deterioration of the site combined with rising levels of construction inflation which has meant that the refurbishment of the pool is no longer a viable or best value option. This option was rejected.

#### Option 3 Refurbish and add an additional floor:

As per option 2, but to include the option of adding a floor above the pool to create a new fitness studio and 80 station gym area. The aim is to increase the floor space to make the facility more financially sustainable. Consideration should also be given to opportunities for additional income generating spaces, for example soft play or a café.

**Output** – Given the cost assessment of option 2 then add an additional capital cost of introducing an additional floor. This options was not considered viable or best value. This option was rejected.

#### Option 4 Refurbish and knock through into the adjacent property:

As per option 2 but to include the option of knocking through into the vacant supermarket space next door to create a new fitness studio and 80 station gym area. The aim was to increase the floor space to make the facility more financially sustainable. Consideration should also be given to opportunities for additional income generating spaces, for example soft play or a café.

**Output** – Given the cost assessment of option 2 then add the additional capital cost of knocking through, this option was not considered viable or best value. This option was rejected.

#### Option 5 A new modular leisure centre on different site:

Review other local area for a site large enough to house a swimming pool, 80 station gym, and fitness suite. Provide costs and timescales for a modular construction.

**Output** – A review of other local area sites was undertaken, and none were found that would meet and satisfy the development brief of larger site and facilities required for a new modular built leisure centre.

#### Option 6 A Joint venture as part of a wider redevelopment scheme:

Work with the site owner to develop plans that allow the site to be regenerated to include:

- A new fit for purpose leisure centre with an offer for pool and gym facilities for Purley residents and schools
- Office/residential/retail units
- Parking

**Output** – The current proposals do meet the criteria of option 6 of working with the current site lease holder (Polaska) to allow the site to be regenerated and new leisure facilities to this location in the borough. This is the recommended option to pursue.

- 5.2 It is worth restating that the current building lacks additional leisure spaces like gym, fitness areas, concession areas which the other leisure site that the Council operates offers which has resulted in those sites not requiring any financial subsidy from the Council. The lack of these facilities on the Purley site is likely to produce a position that Council subsidy would be required to support its operation in its current form.
- 5.3 The proposed scheme from Polaska seeks to address this and does include additional spaces and facilities which allow additional income generation removing the need of operational subsidy from the Council.
- 5.4 In 2018/9 the existing leisure centre had an operational deficit of 187K. In 2019/20, this was 123k. It is recognised that a new leisure centre of similar design and configuration of the other leisure centres operated by GLL on behalf of the Council is likely to be profitable.

## **6. CONSULTATION**

- 6.1 Polaska is responsible for securing planning permission and Polaska have already commenced a pre application process with the Local Planning Authority and have held 10 meetings with both the planners and with the GLA regarding their scheme proposal. Further details of their scheme are included in Part B of this report. As part of the process Polaska has commenced formal consultation with local residents and local Groups on their proposals
- 6.2 A summary of Polaska's community consultation thus far is noted below. It is recognised that Polaska will continue to liaise with a range of local stakeholders and the local public as it develops its designs and builds out the scheme. A key aspect of its engagement strategy to date has included:
  - 6.3 Face to face or virtual meetings with residents' associations and community groups.
  - 6.4 Two workshops on different topics in July and August 2023 on the details of the scheme, where partners and the general public were invited. .
  - 6.5 The publication of a newsletter and updating the consultation website once the feedback deadline.
  - 6.6 Responding to questions being raised by the residents' associations by email.

## **7. CONTRIBUTION TO COUNCIL PRIORITIES**

- 7.1 The Mayors Business plan for 2022 – 2026 sets out outcomes and supporting priorities. These include making Croydon a place of opportunity for business, earning and learning.



One of the key priorities coming out of these outcomes is to support the regeneration of Croydon's town and district centres, seeking inward investment and grants. This includes the proposal to Reopen Purley Pool and Leisure Centre at the heart of Purley town centre.

## **8. IMPLICATIONS**

### **8.1 FINANCIAL IMPLICATIONS**

8.1.1 See Part B of this report.

### **8.2 LEGAL IMPLICATIONS**

8.2.1 The Council have the power to do anything that individuals generally may do pursuant to section 1 of the Localism Act 2011 ("general power of competence"). The Council therefore has the power to enter into the proposed Heads of Terms. The Executive Mayor has the power to exercise executive functions pursuant to s9E of the Local Government Act 2000.

8.2.2 The current lease arrangements between the Council and Polaska are set out in paragraph 4.2 above and there is no break clause in the existing lease.

8.2.3 This report recommends entering into Heads of Terms (HoTs), which is a document setting out the terms of a commercial transaction agreed in principle between parties in the course of negotiations. HoTs are appropriate once preliminary terms have been agreed and before commencement of detailed due diligence and the drafting of definitive agreements. HoTs demonstrate serious intent but do not legally bind the parties to conclude the deal. However, some provisions can be binding on the parties, such as an agreement to pay costs.

7.2.4 Although the HoTs are not legally binding, below are the likely powers and legal considerations that will apply to the proposals:

7.2.5 Land Disposals – there are various powers the Council may rely upon to dispose of its assets and the Council must comply with the legal framework, including established public law principles, in relation to disposal of land and property. Under Section 123 of the Local Government Act 1972 and Section 233 of the Town and Country Planning Act 1990 (where land has previously been appropriated for planning purposes), it has a statutory duty to sell land at the best price reasonably obtainable ("best consideration"), unless it has the consent of the Secretary of State.

7.2.6 Development agreement - where the Council contracts with a developer to deliver works then, depending on the substance of those agreements and any relevant exemptions, this can be considered as a contract which falls under the scope of the Public Contracts Regulations 2015 (PCR). This is an area of law which has been litigated and case law principles should be assessed when considering if the PCR will apply to a proposed development agreement. If it is considered that the PCR applies, the Council may consider use of negotiation procedure without prior publication under Regulation 32 where the works, supplies or services can be supplied only by a particular economic

operator due to the protection of an exclusive right and where no reasonable alternative or substitute exists and the absence of competition is not the result of an artificial narrowing down of the parameters of the procurement.

7.2.7 Subsidy control (formerly State Aid) - the Subsidy Control Act 2022 (the Act), which took effect in January 2023, provides a new framework for the provision of subsidies within the UK, building on the provisions in the subsidy control chapters of the Trade and Co-operation Agreement (TCA) that applied in the interim of the UK's exit from the EU.

7.2.8 Under the Act, a subsidy is defined as:

*2(1)In this Act, “subsidy” means financial assistance which—*  
*(a) is given, directly or indirectly, from public resources by a public authority,*  
*(b) confers an economic advantage on one or more enterprises,*  
*(c) is specific, that is, is such that it benefits one or more enterprises over one or more other enterprises with respect to the production of goods or the provision of services,*  
*and*  
*(d) has, or is capable of having, an effect on—*  
*(i) competition or investment within the United Kingdom,*  
*(ii) trade between the United Kingdom and a country or territory outside the United Kingdom, or*  
*(iii) investment as between the United Kingdom and a country or territory outside the United Kingdom.*

7.2.9 Section 3 of the Act (Financial assistance which confers an economic advantage) explains how to determine whether financial assistance confers an economic advantage on an enterprise for the purposes of section 2(1)(b) above, and states:

*(2)Financial assistance is not to be treated as conferring an economic advantage on an enterprise unless the benefit to the enterprise is provided on terms that are more favourable to the enterprise than the terms that might reasonably have been expected to have been available on the market to the enterprise.*

7.2.10 It is noted that a further report will be presented to the Executive Mayor in Cabinet prior to entering into legally binding agreements. The matters above will need to be considered further as well as further due diligence, such as detailed title investigations.

7.2.11 In relation to details in the report regarding the Local Planning Authority, it is important to note that the role and functions of the Local Planning Authority are distinct from the role of the Council. In the circumstances, the Council will be an interested party to the planning application and, as such, it is important to maintain a clear separation of duties.

Comments approved by the Head of Commercial & Property Law on behalf of the Director of Legal Services and Monitoring Officer. (Date 04/10/2023)

### **7.3 EQUALITIES IMPLICATIONS**

8.3.1 Under the Public Sector Equality Duty of the Equality Act 2010, decision makers must evidence consideration of any potential impacts of proposals on groups who share the protected characteristics, before decisions are taken. This includes any decisions relating to how authorities act as employers; how they develop, evaluate and review

policies; how they design, deliver and evaluate services, and also how they commission and procure services from others.

8.3.2 Section 149 of the Act requires public bodies to have due regard to the need to:

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

8.3.3 The leisure centre equality impacts take into consideration the following local social trends:

- Croydon is a highly diverse borough and will continue to become more diverse. Our leisure facilities must be able to respond to this diversity;
- Croydon's population is set to increase by 5% over the next 15 years;
- Demographically Croydon's age profile is also changing quickly
- will be between 30% and 70% more adults in every age category over 60 years old in 15 years' time, compared with 10% less children under 10.

8.3.4 The new centre will improve the range and quality of facilities for all users, following a period during which the existing leisure centre has remained closed.

Comments approved by Naseer Ahmad on behalf of the Equalities Manager (Date 12/09/2023)

## **9. APPENDICES – PART A**

**Appendix 1 – Site Plan of existing site**

## **10. BACKGROUND DOCUMENTS**

10.1 None

**APPENDIX 1 – Existing site plan**





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## 1. Introduction

### 1.1 Purpose of Equality Analysis

The council has an important role in creating a fair society through the services we provide, the people we employ and the money we spend. Equality is integral to everything the council does. We are committed to making Croydon a stronger, fairer borough where no community or individual is held back.

Undertaking an Equality Analysis helps to determine whether a proposed change will have a positive, negative, or no impact on groups that share a protected characteristic. Conclusions drawn from Equality Analyses helps us to better understand the needs of all our communities, enable us to target services and budgets more effectively and also helps us to comply with the Equality Act 2010.

An equality analysis must be completed as early as possible during the planning stages of any proposed change to ensure information gained from the process is incorporated in any decisions made.

In practice, the term '**proposed change**' broadly covers the following:-

- Policies, strategies and plans;
- Projects and programmes;
- Commissioning (including re-commissioning and de-commissioning);
- Service review;
- Budget allocation/analysis;
- Staff restructures (including outsourcing);
- Business transformation programmes;
- Organisational change programmes;
- Processes (for example thresholds, eligibility, entitlements, and access criteria).

## 2. Proposed change

<b>Directorate</b>	<b>Sustainable Communities, Regeneration and Economic Recovery</b>
<b>Title of proposed change</b>	<b>The Redevelopment Purley High Street Carpark and Leisure</b>
<b>Name of Officer carrying out Equality Analysis</b>	<b>Huw Rhys Lewis - Director Commercial Investment &amp; Capital</b>

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

The Cabinet Report seek approval for

1 Approve the draft Heads of Terms between Polaska Assets Limited and the Council – as set out in Part B appendix 1 and delegates authority to the Corporate Director – Sustainable Communities, Regeneration and Economic Recovery and the Director for Commercial Investment and Capital to enter into the Head of Terms (HoT).

2 Delegates authority to the Corporate Director – Sustainable Communities, Regeneration and Economic Recovery and the Director for Commercial investment and Capital to agree in consultation with the Mayor and Cabinet member for Finance the suite of documents required to support these development proposals between Polaska and the Council. These to include a Development Agreement, new head lease, surrender of all existing leases and the agreement of the new underlease for the leisure Centre.

## 3. Impact of the proposed change

**Important Note:** It is necessary to determine how each of the protected groups could be impacted by the proposed change. If there is insufficient information or evidence to reach a decision you will need to gather appropriate quantitative and qualitative information from a range of sources e.g. Croydon Observatory a useful source of information such as Borough Strategies and Plans, Borough and Ward Profiles, Joint Strategic Health Needs Assessments <http://www.croydonobservatory.org/> Other sources include performance monitoring reports, complaints, survey data, audit reports, inspection reports, national research and feedback gained through engagement with service users, voluntary and community organisations and contractors.

### 3.1 Additional information needed to determine impact of proposed change

**Table 1 – Additional information needed to determine impact of proposed change**

If you need to undertake further research and data gathering to help determine the likely impact of the proposed change, outline the information needed in this table.

Additional information needed	Information source	Date for completion
NONE		

For guidance and support with consultation and engagement visit <https://intranet.croydon.gov.uk/working-croydon/communications/consultation-and-engagement/starting-engagement-or-consultation>



### 3.2 Deciding whether the potential impact is positive or negative

**Table 2 – Positive/Negative impact**

For each protected characteristic group show whether the impact of the proposed change on service users and/or staff is positive or negative by briefly outlining the nature of the impact in the appropriate column. . If it is decided that analysis is not relevant to some groups, this should be recorded and explained. In all circumstances you should list the source of the evidence used to make this judgement where possible.

Protected characteristic group(s)	Positive impact	Negative impact	Source of evidence
Age	The proposed scheme will not directly impact any protected characteristic group.	None	Commercial investment and Asset Management Team
Disability	The proposed scheme will not directly impact any protected characteristic group.	None	As above
Gender	The proposed scheme will not directly impact any protected characteristic group.	None	As above.
Gender Reassignment	The proposed scheme will not directly impact any protected characteristic group.	None	<b>As above.</b>
Marriage or Civil Partnership	The proposed scheme will not directly impact any protected characteristic group.	None	<b>As above.</b>
Religion or belief	The proposed scheme will not directly impact any protected characteristic group.	None	<b>As above.</b>
Race	The proposed scheme will not directly impact any protected characteristic group.	None	<b>As above.</b>
Sexual Orientation	The proposed scheme will not directly impact any protected characteristic group.	None	<b>As above.</b>
Pregnancy or Maternity	The proposed scheme will not directly impact any protected characteristic group.	None	<b>As above.</b>

**Important note:** You must act to eliminate any potential negative impact which, if it occurred would breach the Equality Act 2010. In some situations this could mean abandoning your proposed change as you may not be able to take action to mitigate all negative impacts.

When you act to reduce any negative impact or maximise any positive impact, you must ensure that this does not create a negative impact on service users and/or staff belonging to groups that share protected characteristics.

### 3.3 Impact scores

#### Example

If we are going to reduce parking provision in a particular location, officers will need to assess the equality impact as follows;

1. Determine the Likelihood of impact. You can do this by using the key in table 5 as a guide, for the purpose of this example, the likelihood of impact score is 2 (likely to impact)
2. Determine the Severity of impact. You can do this by using the key in table 5 as a guide, for the purpose of this example, the Severity of impact score is also 2 (likely to impact )
3. Calculate the equality impact score using table 4 below and the formula **Likelihood x Severity** and record it in table 5, for the purpose of this example - **Likelihood (2) x Severity (2) = 4**

Table 4 – Equality Impact Score

<b>Severity of Impact</b>	3	3	6	9
	2	2	4	6
	1	1	2	3
		1	2	3
	<b>Likelihood of Impact</b>			

#### Key

Risk Index	Risk Magnitude
6 – 9	High
3 – 5	Medium
1 – 3	Low

# Equality Analysis

Table 5 – Impact scores

Column 1 <b>PROTECTED GROUP</b>	Column 2 <b>LIKELIHOOD OF IMPACT SCORE</b>  Use the key below to <b>score</b> the <b>likelihood</b> of the proposed change impacting each of the protected groups, by inserting either 1, 2, or 3 against each protected group.  <b>1 = Unlikely to impact</b> <b>2 = Likely to impact</b> <b>3 = Certain to impact</b>	Column 3 <b>SEVERITY OF IMPACT SCORE</b>  Use the key below to <b>score</b> the <b>severity</b> of impact of the proposed change on each of the protected groups, by inserting either 1, 2, or 3 against each protected group.  <b>1 = Unlikely to impact</b> <b>2 = Likely to impact</b> <b>3 = Certain to impact</b>	Column 4 <b>EQUALITY IMPACT SCORE</b>  Calculate the <b>equality impact score</b> for each protected group by multiplying scores in column 2 by scores in column 3. Enter the results below against each protected group.  <b>Equality impact score = likelihood of impact score x severity of impact score.</b>
Age	1	1	1
Disability	1	1	1
Gender	1	1	1
Gender reassignment	1	1	1
Marriage / Civil Partnership	1	1	1
Race	1	1	1
Religion or belief	1	1	1
Sexual Orientation	1	1	1
Pregnancy or Maternity	1	1	1

# Equality Analysis

## 4. Statutory duties

### 4.1 Public Sector Duties

Tick the relevant box(es) to indicate whether the proposed change will adversely impact the Council's ability to meet any of the Public Sector Duties in the Equality Act 2010 set out below.

Advancing equality of opportunity between people who belong to protected groups x

Eliminating unlawful discrimination, harassment and victimisation

Fostering good relations between people who belong to protected characteristic groups

**Important note:** If the proposed change adversely impacts the Council's ability to meet any of the Public Sector Duties set out above, mitigating actions must be outlined in the Action Plan in section 5 below.

## 5. Action Plan to mitigate negative impacts of proposed change

**Table 5 – Action Plan to mitigate negative impacts**

Complete this table to show any negative impacts identified for service users and/or staff from protected groups, and planned actions mitigate them.

Protected characteristic	Negative impact	Mitigating action(s)	Action owner	Date for completion
Disability	N/A	N/A	Huw Rhys Lewis	
Race	N/A	N/A	As above	
Sex (gender)	N/A	N/A	As above	
Gender reassignment	N/A	N/A	As above	
Sexual orientation	N/A	N/A	As above	
Age	N/A	N/A	As above	
Religion or belief	N/A	N/A	As above	
Pregnancy or maternity	N/A	N/A	As above	
Marriage/civil partnership	N/A	N/A	As above	

## Equality Analysis

### 6. Decision on the proposed change

Based on the information outlined in this Equality Analysis enter <b>X</b> in column 3 ( <b>Conclusion</b> ) alongside the relevant statement to show your conclusion.		
Decision	Definition	Conclusion - Mark 'X' below
No major change	Our analysis demonstrates that the policy is robust. The evidence shows no potential for discrimination and we have taken all opportunities to advance equality and foster good relations, subject to continuing monitoring and review. <b>If you reach this conclusion, state your reasons and briefly outline the evidence used to support your decision.</b> The adoption of the Annual Asset Disposal Plan and delegation of decisions will have no direct impact on staff or services delivered. Where necessary individual decisions for the sale or letting of a specific building will fully consider any impact on the service delivery or staff as part of the individual report. This will be particularly pertinent where the relocation of a service is being considered.	X
Adjust the proposed change	We will take steps to lessen the impact of the proposed change should it adversely impact the Council's ability to meet any of the Public Sector Duties set out under section 4 above, remove barriers or better promote equality. We are going to take action to ensure these opportunities are realised. <b>If you reach this conclusion, you must outline the actions you will take in Action Plan in section 5 of the Equality Analysis form</b>	
Continue the proposed change	We will adopt or continue with the change, despite potential for adverse impact or opportunities to lessen the impact of discrimination, harassment or victimisation and better advance equality and foster good relations between groups through the change. However, we are not planning to implement them as we are satisfied that our project will not lead to unlawful discrimination and there are justifiable reasons to continue as planned. <b>If you reach this conclusion, you should clearly set out the justifications for doing this and it must be in line with the duty to have due regard and how you reached this decision.</b>	
Stop or amend the proposed change	Our change would have adverse effects on one or more protected groups that are not justified and cannot be mitigated. Our proposed change must be stopped or amended.	
Will this decision be considered at a scheduled meeting? e.g. Contracts and Commissioning Board (CCB) / Cabinet No.		Meeting title: Decision under special urgency provisions Date: <b>October 26<sup>th</sup> 2023</b>

## Equality Analysis

### 7. Sign-Off

<b>Officers that must approve this decision</b>			
<b>Equality lead</b>	<b>Name:</b>	<b>Naseer Ahmad</b>	<b>Date:</b> 12/09/2023
	<b>Position:</b>	<b>Interim Equalities Officer</b>	
<b>Director</b>	<b>Name:</b>	<b>Huw Rhys-Lewis</b>	<b>Date:</b>
	<b>Position:</b>	<b>Interim Director Commercial Investment and Capital</b>	

Appendix One: data broken down by Protected Characteristics The information below is taken from the 2011 census unless otherwise indicated.

#### Age groups Number of people Percentage

0-4 years 27,972 7.7%  
 5-7 years 14,388 4.0%  
 8-9 years 8,708 2.4%  
 10-14 years 23,130 6.4%  
 15 years 4,912 1.4%  
 16-17 years 9,934 2.7%  
 18-19 years 8,720 2.4%  
 20-24 years 23,591 6.4%  
 25 -29 years 27,692 7.6%  
 30-44 years 82,439 22.7%  
 45-59 years 70,488 19.4%

## Equality Analysis

60-64 years 17,029 4.7%  
65-74 years 23,155 6.4%  
75-84 years 15,318 4.2%  
85-89 years 3,881 1.1%  
Over 90 years 2,021 0.6%

### **People with long term illnesses or disabilities 363,378**

Blind or visually impaired These categories were not recorded as such in the 2011 census. However, this did record that there were 24,380 people (6.7%) whose day to day activities were limited a lot by long term Deaf or hearing impaired Other communication impairment Mobility impairment Learning difficulty or disability Mental health condition 21 HIV, multiple sclerosis or cancer illness or disability and 28,733 (7.9%) whose day to day activities were limited a little (Office of National Statistics) Other (please specify)

### **Gender**

Male 176,224 48.5%  
Female 187,154 51.5%

### **Ethnicity**

Number of people Percentage White British 171,740 47.3%  
White Irish 5,369 1.5%  
White Gypsy or Irish Traveller 234 0.1%  
Other White background 22,852 6.3%  
Black African 28,981 8.0%  
Black Caribbean 31,320 8.6%  
Other Black background 12,955 3.6%  
Bangladeshi 2,570 0.7%  
Chinese 3,925 1.1%  
Indian 24,660 6.8%  
Pakistani 10,865 3.0%  
Other Asian background 17,607 4.8%  
Mixed White and Black Caribbean 9,650 2.7%

## Equality Analysis

Mixed White and Black African 3,279 0.9%  
Mixed White and Asian 5,140 1.4%  
Other Mixed background 5,826 1.6%  
Arab 1,701 0.5%  
Other ethnic group (please specify) 4,704 1.3%

### Religion

Number of people Percentage Buddhist 2,381 0.70%  
Christian 205,022 56.40%  
Hindu 21,739 6.00%  
Jewish 709 0.20% 22  
Muslim 29,513 8.10%  
Sikh 1,450 0.40%  
No religion/faith 72,654 20.00%  
Other (please specify) 2,153 0.60%

### Sexual orientation

Lesbian There are no figures from the 2011 census. However, it is estimated that there were 20,370 lesbians, gay men, bisexual and transgender people living in Croydon in 2001. (London LGBT)  
Gay Bisexual Transgender Transgender See above

### Pregnancy or maternity Pregnant

These categories were not recorded as such in the 2011 census. However, there were 5,720 live births in 2011 (Office of National Statistics) On compulsory maternity leave Marriage or civil partnership Married 122,013 42.9% In civil partnership 796 0.3%



## LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	<b>CABINET</b>	
<b>DATE OF DECISION</b>	<b>25<sup>th</sup> October 2023</b>	
<b>REPORT TITLE:</b>	<b>Croydon Corporate Parenting &amp; Care Leavers Strategy</b>	
<b>CORPORATE DIRECTOR</b>	<b>DEBBIE JONES, CORPORATE DIRECTOR OF CHILDREN, YOUNG PEOPLE AND EDUCATION</b>	
<b>LEAD OFFICER:</b>	<b>JANE SCOTT, TRANSFORMATION LEAD, CHILDREN'S SOCIAL CARE</b> <a href="mailto:Jane.Scott@croydon.gov.uk">Jane.Scott@croydon.gov.uk</a>	
<b>LEAD MEMBER:</b>	<b>CLLR MARIA GATLAND</b> <b>CABINET MEMBER FOR CHILDREN AND YOUNG PEOPLE</b>	
<b>KEY DECISION?</b>	<b>REF:</b>	<b>REASON:</b> Decision significantly impacts on communities living or working in an area comprising two or more Wards.
<b>CONTAINS EXEMPT INFORMATION?</b>	<b>NO</b>	<b>Public</b>
<b>WARDS AFFECTED:</b>	<b>All</b>	

### 1. SUMMARY OF REPORT

- 1.1 Croydon's Corporate Parenting Strategy & Care Leavers Strategy have been informed by children looked after and care experienced young people, colleagues across directorates and our partners. The strategy complies with the duty to measure local authorities and relevant partners plans and delivery against the corporate parenting principles as defined in Section 10 of the Children Act 2004.
- 1.2 This report sets out the challenges and responses to improving the experiences and outcomes of children and young people in and leaving care. The report will highlight how improvements, co-produced with children and young people will be achieved alongside corporate financial cost avoidance and efficiencies.

### 2. RECOMMENDATIONS

For the reasons set out in the report and its appendix, the Executive Mayor in Cabinet is recommended:

- 2.1 To approve Croydon's Corporate Parenting Strategy.
- 2.2 To approve Croydon's Care Leavers Strategy.
  
- 2.3 To note that the effectiveness of the new arrangements and measures of success will be reported through the Corporate Parenting Board and existing directorate performance management frameworks to ensure decisive actions are taken to address any issues.

### **3. REASONS FOR RECOMMENDATIONS**

- 3.1 To adopt a strategic and shared approach to responding to the range of needs and support of children and young people in and leaving care.
- 3.2 To provide stable and loving homes for our children and young people as a foundation to their wellbeing, goals, and aspirations.

### **4. BACKGROUND AND DETAILS**

- 4.1 The government's response to the Care Review, completed in May 22, is set out in the document, Stable Homes, Built on Love: Implementation and Consultation presented to Parliament in February 2023. The response highlights six key mission statements to address the improvement of experiences for children looked after and care experienced young people. The mission statements are underpinned by the commitment to ensure that all children in care have stable, loving homes, close to their family and friends.
- 4.2 As corporate parents, it is our responsibility to be the supportive parent in times when birth, adoptive parents or carers are unable to fulfil this role, therefore we describe this as co-parenting. For those young people with their own children, we need to become co-grandparents. This responsibility is not only with social workers and professionals who work directly with children and young people, but it is a 'whole council and partnership approach', council staff, elected Members, and partners. We want everyone to ask themselves: 'What can I do in my role to help children and young people in and leaving care?'
- 4.3 Croydon Council is committing to a robust three-year corporate parenting strategy. The strategy has been consulted upon widely with the corporate parenting members, council officers, partners, children, and young people in care and who have left care. We have listened carefully to the approach required to make this strategy a dynamic process that will support the building of relationships, shared purpose, and goals.
- 4.4 The corporate parenting board has a new make up of members including a young person as co-chair and ambassadors to champion each of the four priority areas. Young people will co-produce, advise and challenge us on our delivery and progress. The four priority strategic areas provide the overarching framework to drive improvement and assess progress in delivering our great ambitions for our children looked after and care leavers.

- 4.5** The priority areas for this strategy have been identified through feedback from our children and young people, from our self-evaluation, partners, Ofsted and the Department for Education. They include Priority one, **Housing and Homes**. As corporate parents we want our children to have the best start in life and to experience a supportive and positive transition into interdependence. This includes good preparation for living independently, choice of area, quality of housing to create a new home. As co-parents we need to have a flexible approach when young people make mistakes and need support and guidance
- 4.6** Priority two, **Education, Employment, Training**. We want to ensure children and young people can learn, develop, attend, engage, attain, and achieve at every stage of their learning journey from their earliest years to school, to further and higher education, for work experience, training, apprenticeships, employment, and further education.
- 4.7** Priority three, **Permanence, Stability**. When children cannot live with their parents, we will secure the best plan to meet their needs in their timescales. Wherever possible children and young people will experience their home and care in the borough of Croydon. When this is not possible it will be important to ensure that every effort is made to maintain and support links with family, significant others, and community.
- 4.8** Priority four, **Health and Adult Transitions**. Our children will be safeguarded and protected, they will experience improved health and wellbeing and positive transitions into adulthood. They will enjoy and thrive in their communities of choice.

### **Consultation with children and young people in and leaving care.**

- 4.9** Children and young people have been central to our consideration of the Croydon corporate parenting approach and the development of the strategic priorities. A series of focus groups and informal activities were arranged, and children and young people were asked to talk about what Corporate Parenting meant to them and what they want from the whole council and partners to enable them to flourish and achieve.
- 4.10** Children and young people in and leaving care told us: -
- They want commitment.** They want to feel that they are seen and heard and that they feel cared for by their corporate parents.
- They want togetherness.** They want the relationships they have with their family, significant relationships, their foster carers, social workers, and personal advisors to be respected and nurtured with reference to the importance of continuity of these relationships when a young person turns 18 years old. To invest and develop their life stories and histories as they grow to help them to develop their identity and sense of belonging.
- Listen to the voices of those that work closely with us.** They want corporate parents to listen and respond to the voices of those that work and care for children and young people. They want to see and understand tangible plans and actions to deliver improvements in how they are cared for particularly in relation to housing.
- 4.11** *'I need support, people around me and a comfortable home, where I can live for as long as I need. I don't want others deciding when I should move home again.'* Care Experienced Young Person. August 2023.

## **Corporate Parenting Principles.**

- 4.12** The Children and Social Work Act 2017 introduced the seven principles of corporate parenting for local authorities. Whilst not requiring this to be a duty of partners, it is incumbent upon local authorities to engage with key partners to deliver the most holistic, robust care and services to children and young people in their care and who have left care up to the age of 25 years. The application of corporate parenting principles to improving the experiences and outcomes for children and young people in and leaving care provides a framework to measure challenges and improvements, identifying mitigating activity where required.
- 4.13** The seven corporate parenting principles focus on how corporate parents and partners act in the best interests of children and young people with a focus on their physical, mental health and wellbeing. They identify the need to encourage children and young people to express their views, wishes and feelings and evidence how as corporate parents we take their views into account. There is a requirement to help children and young people gain access to and make best use of services provided by the local authority and its relevant partners.
- 4.14** Corporate parents need to promote high aspirations and seek to secure the best outcomes for children and young people. Children and young people in and leaving care need to feel safe and experience stable home lives, relationships and education, work and to be prepared for adulthood and independent living.
- 4.15** The corporate parenting principles are not about applying a formulaic approach to how services are delivered in relation to looked-after children and care leavers. Rather they describe the behaviours and attitudes expected of councils when they are acting as any good parent would do by supporting, encouraging, and guiding their children to lead healthy, rounded and fulfilled lives. The principles intend to frame an approach that good local authorities and partners need to demonstrate to ensure high ambitions are set and achieved for the children in their care and care leavers.
- 4.16** The application of the principles must remain focussed on the individual needs, vulnerabilities, or disadvantages of looked after children and care leavers. This will assist in securing a response that is equitable in the broadness and recognition of specific needs. Transitional planning and pathways will create opportunities for our care leavers to experience assessments plans and resources that reflect they're maturation and need rather than responding to an indicative age of maturity. The priority given to diversity and equality of opportunity will underpin decision making, to ensure that children and young people are not placed at significant disadvantage when compared with the support a non-looked after child or care experienced young person would expect from their family.

## **Challenges and Opportunities**

- 4.17** Parents want their children to have the best start in life and to reach their full potential. Croydon is an ambitious London Borough for all its children and young people and, like any good parent,

has high aspirations for the children in our care and for our care experienced young people as they move into adulthood.

- 4.18** Croydon is operating within exceptional financial constraint. We need to develop further our offer to enable children to be looked after by families in the community without the need to be in our care, wherever possible. When children cannot live with their family, we need more local foster carers who can access holistic support to care through challenging times, creating greater permanence and stability. The local offer to care experienced young people to date has not been consistently good or reflected the level and range of need. We are galvanising the willingness and combined resources of the council and partners. The corporate parenting strategy will address inequality and raise the standard of care and opportunity for our children and young people.
- 4.19** The four strategic areas for improvement over the next three years will be supported, challenged, and reviewed through the work of the Corporate Parenting Board. A corporate parenting transformation programme has commenced which will invest resource to drive the activities to achieve the desired outcomes.
- 4.20** Through improving the care, homes and services to children and young people in and leaving care we have identified cost saving efficiencies and cost avoidance. Focussing on improving our permanence planning and supporting the stability of children's care and homes reduces time spent in care and responding to crisis. Local fostering recruitment and retention of foster carers provides greater opportunities to match children's needs with carers. Avoiding the increased cost of procuring independent fostering agency homes for our children, which may not always be in Croydon. We will develop a range of homes that reflect the differing needs of our young people as they leave our care and provide access to support that helps them to sustain and enjoy their homes and independence. Improving our overall sufficiency planning will reduce unit costs of placements.
- 4.21** Developing our approach to supporting children and young people to engage and achieve in education, training and employment, alongside improved access to health, wellbeing, adult services, and the accessibility to suitable homes for our care leavers all contribute to increased stability and increased financial independence. These combined elements support both a significant improvement in our whole council and partnership approach to corporate parenting with a positive impact upon cost efficiencies and cost avoidance.

## **Corporate Parenting Ethos**

- 4.22** A strong ethos of corporate parenting is required to drive a clear vision and responsibility towards the children we look after and our care leavers, is a priority for everyone. We recognise that looked-after children have the same needs – to be loved, cared for and feel safe - as other children.
- 4.23** There are unique challenges that looked-after children and care leavers face. The majority of our children become looked-after due to abuse or neglect and will have poorer educational and health outcomes than their peers. Croydon's strong corporate parenting ethos recognises that the care system is not just about keeping children safe, but also to promote recovery.

## Protected Characteristic

- 4.24** The full council of the 12<sup>th</sup> of July reviewed the motion considering Care Leavers as a protected characteristic as outlined in Josh McAlister's care review, which has not been adopted at this point by the governments Stable Homes, implementation programme. It was agreed unanimously to resolve to support the motion that the Corporate Parenting Board will progress the exploration of the status directly with young people, through the implementation of a task and finish group, under the auspices of our Corporate Parenting Board, to fully understand their wishes and views on how Croydon should respond to the issue of Care Leavers as a protected status. This was discussed at the Corporate Parenting Board meeting of 20<sup>th</sup> September, the Task & Finish Group will be led by the council's Participation team with membership of children in care, care experienced young people, elected members from the Corporate Parenting Board and other relevant partners.

## Corporate Parenting Ambition.

- 4.25** As a Corporate Parent, Croydon council and our partners want to be ambitious for our children and young people in and leaving care. We will provide a range of support, we will listen and hear the voices of our children and young people, which sometimes may mean we pause and evaluate our approach to ensure that they can be the best they can be, happy and proud.
- 4.26** *'To be helped to succeed in education, to travel beyond Croydon and see the world, to have experiences with our friends, family and the professionals that work with us. These are important and make us happy'.*

**Feedback from children and young people. January 2023.**

## Governance.

- 4.27** Effectiveness of the new arrangements and report measures of success through our Corporate Parenting Board and existing directorate performance management frameworks to ensure decisive actions are taken to address any issues.

## 5 ALTERNATIVE OPTIONS CONSIDERED

- 5.1** Council services could continue to work without a corporate parenting strategy, and instead a cross council and partnership approach would need to be designed to maintain oversight of delivery and impact against the seven corporate parenting principles as outlined in The Children Act 2004 & The Children and Social Work Act 2017. This would not be in the interests of children looked after, care experienced young people, as working without a defined strategy is not considered good corporate parenting practice and is therefore not recommended.

## **6 CONSULTATION**

- 6.1** We have consulted widely with Council Directorates, partners, children, and young people in and leaving care. Received feedback from Ofsted and the Department of Education.
- 6.2** Our children and young people's participation strategy is in development. We are recruiting young people to be part of our Corporate Parenting Board and to work with us on the corporate parenting action plan. We have specific focus groups and activities in progress to provide different opportunities for young people to engage and share their views, wishes and feelings.

## **7 CONTRIBUTION TO COUNCIL PRIORITIES**

- 7.1** The proposals contained within this report contribute to the following outcome in the Mayors Business Plan for 2022- 2026.
- Children and young people in Croydon have the chance to thrive, learn and fulfil their potential.

## **8 IMPLICATIONS**

### **8.1 FINANCIAL IMPLICATIONS**

- 8.1.1** The Corporate Parenting Strategy aligns and supports a transformation programme in progress to improve outcomes for children and young people whilst addressing cost efficiencies and cost avoidance. Through improving our sufficiency, we will increase choice and stability for children and young people whilst driving down unit costs. A focus on increased opportunity for young people who are care experienced to enjoy stable homes and greater economic security creates less financial reliance on the local authority to provide emergency provision and interim payments.
- 8.1.2** Further work and detailed analysis are required to assess the key deliverables and full impact of the improvement work across the three-year corporate parenting strategy. Ensuring scrutiny and oversight of how cost efficiencies and avoidance are realised.  
Maiyani Henry-Hercules (Head of Children's Social Care Finance. 21/9/2023).

### **8.2 LEGAL IMPLICATIONS**

- 8.2.1** The Council must produce, and work to, a Corporate Parenting Strategy in order to meet the requirements of, and its obligations pursuant, to the Children and Social Work Act 2017. The Corporate Parenting Strategy 23-25 satisfies this requirement.

- 8.2.2 Local authorities have a duty under Children Act 1989, as amended by the Children (Leaving Care) Act 2000 and the Children and Social Work Act 2017, to support young people and promote their welfare when they have ceased to look after them. The plan for each young person is set out in their pathway plan where their goals and aspirations are clearly outlined.
- 8.2.3 The new duties in the Children and Social Work Act 2017 extended support to care leavers to age 25. This has increased the number of young people entitled to support.
- 8.2.4 The Local Authority is obliged to ensure Care Leavers can access key services, including suitable housing, emotional wellbeing support and support to access education, training, and employment.
- 8.2.5 The Children and Social Work Act 2017 (CWSA) strengthened the role of local authorities as corporate parents and applies to all local authorities as set out in section 1(3) of the Act. The CWSA also extended the provision of Personal Adviser support to care leavers up to the age of 25, whether they are in education or training, which the care leaver can choose to take up. It is therefore important that joint housing protocols cover the support available from a local authority area to care leavers up to the age of 25.
- 8.2.6 All local authorities have a legal obligation to support young people making a transition from care to independence. Local authorities are required under section 2 of the CWSA to publish a local offer, which sets out the services and the support available for care leavers. The local offer should provide information about the Care Leavers' statutory entitlements as well as any discretionary support available. It should set out how care leavers are supported to access suitable accommodation, including the support available from housing services. Joint housing protocols should be aligned with the local offer and can help to ensure that the commitments to support care leavers to access and sustain accommodation are met.

Approved by Doutimi Aseh, Head of Social Care & Education Law on behalf of the Director of Legal Services and Monitoring Officer. (13/09/2023)

### **8.3 EQUALITIES IMPLICATIONS**

- 8.3.1 The Council has a statutory duty, when exercising its functions, to comply with the provisions set out in the Sec 149 Equality Act 2010. The Council must, in the performance of its functions, therefore, have due regard to:  
eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.  
advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;  
  
foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 8.3.2 An updated Equalities Impact Assessment (EIA) has been undertaken, and there are no specific disadvantages associated with introduction of the programme.
- 8.3.3 The ethos of the programme is focused on revising the delivery of services to better meet the needs of children and young people who come into the care of Croydon and those young people



who have experienced care, increasing effectiveness and efficiency. To address the various workstreams, engagement has taken place with protected groups and will continue to, in order to improve and meet assigned deliverables.

8.3.4 Approved by: Naseer Ahmad on behalf of Denise McCausland, the Equalities Programme Manager. Date: 21/09/2023

## **8.4 HUMAN RESOURCES IMPLICATIONS**

8.4.1 There are no direct Human Resources implications arising from this report itself. However, our policies, procedures and practices encourage the ethos that we are One Council, and that everyone has a responsibility to help children and young people in and leaving care.

Approved by: Debbie Calliste, Head of HR for Children, Young People and Education on behalf of the Chief People Officer of Human Resources.

## **9 APPENDICES**

Appendix 1 – Corporate Parenting Strategy 23-25

Appendix 2 – Care Leavers strategy 23-25

Appendix 3 – Equality Impact Assessment.

## **10 BACKGROUND DOCUMENTS**

Stable Homes; Built on Love – [\[ARCHIVED CONTENT\] Final Report - The Independent Review of Children's Social Care \(nationalarchives.gov.uk\)](#)

## **11 URGENCY**

N/A

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# CORPORATE PARENTING STRATEGY

2023-2025

## Forward



**Debbie Jones, Corporate Director, Children, Young People and Education**

I am delighted to introduce our new Whole Council and Partnership Corporate Parenting Strategy. In Croydon we have widely consulted and galvanised relationships across the Directorates in the Council and with our Partners to deliver an ambitious programme of work. Care Experienced Young People and Children Looked After have told us what they want to focus on with us and we have listened. Croydon's corporate parenting three-year strategy will be driven by our new Corporate Parenting Board and approach.

Young people will co-produce, advise and challenge us on our delivery and progress. The four priority areas provide the overarching framework to drive improvement and assess progress in delivering our great ambitions for our children looked after and care leavers. We will of course be judged by the difference we make.



**Councillor Maria Gatland, Chair of the Corporate Parenting Board and Cabinet Member for Children and Young People.**

We want Croydon children looked after and care experienced young people to grow up with stable, warm, and loving homes that offer the range of care that reflects the diversity of need. As corporate parents we have a special responsibility to make sure children and young people who may have had disrupted experiences of family life get the support they need to live the happiest and healthiest lives possible. As lead member for children's services and a corporate parent, I want to ensure we all have high aspirations for our children looked after and care experienced young people. To ensure we provide the best services and support we must work together across directorates in the council and with our partners to develop and improve services that meet the right needs at the right time. I welcome Croydon's corporate parenting strategy which outlines our vision, principles with a focus on improving the life chances and wellbeing of children and young people with a whole council and partnership Corporate Parenting approach.

# Executive Summary

## Introduction

In Croydon we have undertaken a thorough self-assessment of our approach and delivery of services to children looked after and care experienced young people. This process has paid attention to the voices of children and young people, what they have told us about what they want and need. In addition, we have heard from our colleagues, partners and government feedback and incorporated all these views into a plan of action to respond and improve.

## Key messages

1. We need a whole council and partnership approach to make a real difference to the experiences and life chances of our children looked after and care experienced young people.
2. Children and young people must be listened to, respected and be a part of the solution. We are recruiting a Co-Chair to our Corporate Parenting Board and Ambassadors to advise and challenge in our improvement activity related to the four priority areas.
3. We are co-parents and co-grandparents to the children and young people we care for. We recognise that wherever it is possible we will continue to work with birth, adoptive and connected families and significant relationships to build stability and a sense of belonging that allows children and young people to flourish.
4. We must measure our impact and delivery against the corporate parenting principles outlined below.
5. Priority area, **Housing and Homes**. As corporate parents we want our children to have the best start in life and to experience a supportive and positive transition into interdependence. This includes good preparation for living independently, choice of area, quality of housing to create a new home. As co-parents we need to have a flexible approach when young people make mistakes and need support and guidance.
6. Priority area, **Education, Employment, Training**. We want to ensure children and young people can learn, develop, attend, engage, attain, and achieve at every stage of their learning journey from their earliest years to school, to further and higher education, for work experience, training, apprenticeships, employment, and further education.
7. Priority area, **Permanence, Stability**. When children cannot live with their parents, we will secure the best plan to meet their needs in their timescales. Wherever possible children and young people will experience their home and care in the borough of Croydon. When this is not possible it will be important to ensure that every effort is made to maintain and support links with family, significant others, and community.
8. Priority area, **Health and Adult Transitions**. Our children will be safeguarded and protected, they will experience improved health and wellbeing and positive

transitions into adulthood.  
They will enjoy and thrive in  
their communities of choice.

9. We will evaluate and update  
this strategy from the learning  
and experiences of delivering  
on the four priority areas.

# Croydon Corporate Parenting Strategy 2023-2025

## Introduction

***‘To be helped to succeed in education, to travel beyond Croydon and see the world, to have experiences with our friends, family and the professionals that work with us. These are important and make us happy’.***

**Feedback from children and young people. January 2023.**

All children deserve to be cared for, respected, listened to and supported. To feel safe and loved. All children deserve opportunity and support to grow into happy and successful adults. Our Children in Care and Care Leavers are no different, but without a stable family to support them, and often having experienced trauma, they face more challenges in achieving their aspirations.

As corporate parents, it is our responsibility to be the supportive parent in times when birth, adoptive parents or carers are unable to fulfil this role, therefore we describe this as co-parenting. For those young people with their own children, we need to become co-grandparents’.

This responsibility is not only with social workers and professionals who work directly with children and young people, but it is a ‘Whole Council and Partnership Approach’, council staff, elected Members, and partners. We want everyone to read this strategy and ask themselves: **“What can I do in my role to help children and young people in and leaving care?”**

## Our legal duty

Social care, education and health services are committed to supporting children to remain within their families where possible, only using care for the right children, at the right time. When children or young people are unable to live with their parents or guardians, it is the duty of local authorities to care for them with our partners. As established in the Children Act 1989. Corporate parenting principles are set out in the Children & Social Care Act 2017 as below:

- To act in the best interests, and promote the physical and mental health and wellbeing, of those children and young people.
- To encourage those children and young people to express their views, wishes and feelings.
- To consider the views, wishes and feelings of those children and young people.
- To help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners.
- To promote high aspirations, and seek to secure the best outcomes, for those children and young people.
- For those children and young people to be safe, and for stability in their home lives, relationships and education or work; and
- To prepare those children and young people for adulthood and independent living.

The Children Act 1989 also places a duty on the council's partners, including Health, Education and Housing services, to provide help, support, and provide services to ensure that the wider Corporate Parenting responsibilities are achieved. The Government response to the Care Review supports this approach. We need a whole system approach and effective partnerships so that we can succeed in supporting children and young people in care and leaving care, in all aspects of their lives, no matter where they live in Croydon. We must also create supportive links with our partners when our children and young people live in other Local Authorities.

We have had feedback from our partners and colleagues and external scrutiny from Ofsted and the Department of Education on areas for focussed improvement. As a council we are operating within exceptional financial constraints and need to be creative and work harder at developing our partnership arrangements to ensure that we remain efficient and build capacity to meet need. This Strategy will align with our Corporate Parenting Strategic priorities and our new Board will have oversight, drive improvements and tackle barriers to success through focussed priority groups with young Ambassadors actively supporting, advising, and challenging. The strategic developments will continue to inform and refresh our Local Offer to Care Experienced Young People.

## Our Pledge

The Pledge outlined below was created by children looked after and care experienced young people leading up to 2020. This Pledge was not launched due to Covid. Together with more recent consultation and feedback that has been undertaken by the Children in Care Council and Care Experienced Young People it informs our Strategic Priorities.

### **Croydon's Looked After Children and Care Experienced Young Peoples Pledge. 2020**

Our commitments to you as our Looked after Children:

1. Help you with your social life and to keep contact with your family where safe to do so.
2. We will help you to access positive social and educational activities.
3. We will make sure your learning continues into later life by supporting you to consider higher education.
4. We will provide you with a place to live that is safe and happy for you.
5. We will provide you with the right help to meet all your needs and to celebrate who you are.
6. We will support you in moving on from care and prepare you for living independently.
7. We will make sure we know your needs and review our plans to meet them regularly.



8. We will involve you in decisions which affect you and we will take your wishes and feelings taken into account.
9. We will ensure you have a social worker/personal advisor, to support you, and for you to be able to contact them easily.
10. We will support you to return home if it safe and right for you.
11. We will ensure you have access to high quality good education at all stages of your childhood.
12. If you request it, we will help you see the records we hold about you.
13. We will respect you as an individual with your own identity.

## Our Promise

- |  |   |
|--|---|
| <b>I will show that I Hear you by:</b>       | -Listening to your views<br>-Exploring ways to achieve what you want                        |
| <b>I will show that I See you by:</b>        | -Visiting when I say I will<br>-Noticing how you are feeling                                |
| <b>I will show that I care about you by:</b> | -Worrying about your safety<br>-Remembering important events for you, such as your Birthday |

## Our Strategic Priorities

The following strategic priorities reflect what we know we need to improve on over the next three years to fulfil our role as Corporate Parents, driving a 'Whole Council Approach' with our partners through the oversight of the Corporate Parenting Board. Our care experienced young people will have input as Co-Chair and Ambassadors, to influence and shape the agenda and activity so that we retain a focus on what really matters to them and their future.

Our children and care experienced young people have told us the following which has informed the Strategic Priorities:

- **They want Commitment:**  
For our children looked after and care experienced young people to feel that they are seen that they are heard, and that they are cared for by their corporate parents.

- **They want Togetherness:**

For relationships between children, and their social workers, personal advisors, and foster carers, to be respected and nurtured, and for it to be understood that these relationships are as important when a young person turns 18 years old. To recognise the importance of children's family relationships and life stories.

**Listen to voices of those that work closely with us:**

For the voices of those that work closest with our children and young people to be heard and taken account of, and for all parts of the council to work together to deliver improvements in services to them, especially in respect of housing.

## **Achieving ambitions and aspirations with you.**

We will achieve your ambitions and aspirations with you through:

- Strong leadership, commitment to co-parenting with your family and connected carers, driving improvements through robust performance management and a focus on what works best for you.
- We will monitor and develop our equalities improvements against our Equalities Impact Assessment.
- We will build on our engagement and involvement of children, and care experienced young people, in developing and implementing this strategy.
- We will promote an inclusive and effective partnership working across Croydon Council with support from identified elected members to each priority theme.

## **Key priority Areas**

- **Housing**
- **Education, Employment, Training**
- **Permanence Stability**
- **Health and Adult Transitions**

## Strategic Priority 1

### Housing

#### Vision

Parents want their children to have the best start in life and to experience a supportive and positive transition into independence. This includes good preparation for living independently, choice of area, quality of housing to create a new home. Parents need to have a flexible approach when young people make mistakes, need support and guidance.

#### Croydon's Challenges

Croydon is operating within exceptional financial constraints. The Housing provision across the organisation requires reorganisation and a creative approach to develop a range of affordable and quality housing provision to meet the diversity of need within the borough. The offer to care experienced young people to date has not been consistently good or reflected the level of need and responsibility. As a Corporate Parent we will promote a whole council approach to ensuring that care experienced young people have the support and opportunity to live in an area with good quality affordable housing that will promote life chance, increase wellbeing and stability. We also need to acknowledge the needs of those care experienced young people who have lived outside of Croydon Borough for a significant time and choose to remain in the same area in which they have been cared for. Croydon needs to build relationships and reciprocal arrangements to ensure that these young people have the same opportunities and access to good quality support and housing provision to create a home and stability into early adulthood.

What we will do: -

- We will ensure that the Housing Service and Childrens Social Care has a joint protocol that develops a consistent approach to care experienced young people's needs, uses a common language that promotes care experienced young people's ability to engage with developing choice, suitable homes, and support.
- We will develop a range of housing options that reflects the diversity of needs and what young people tell us they need to learn, create stable homes and are able to enjoy being a Croydon resident and part of community life.
- We will provide access to officers who can provide housing, education, employment, personal financial management and benefits advice to support a co-ordinated response to facilitate stable and support to move home and retain a tenancy.
- We will provide council properties that are furnished with appliances and crucial items. We will work with partners to improve access to good quality and cost-effective home items. Provide pre and ongoing tenancy support to develop tenancy expectations, skills and good neighbour and community awareness.
- We will work with housing associations and charities to expand the development of homes for care experienced young people and build greater capacity in partnership working.
- We will promote greater preparation and support to ensure that care experienced young people have the requisite life skills to create a stable home and enjoy community life.

How will we know we have been successful?

- Care experienced young people will experience a caring and responsive Corporate Parenting approach from the Housing Department and Children's Care when in need of a stable home and support into early adulthood.
- **Measure**-young people will tell us. The outcomes from contact evidence a positive and timely outcome.
- Care Experienced young people have choice and good quality housing provision to meet their needs.
- **Measure**-Data including complaints and Quality Assurance Audits evidence improvements in choice and quality of housing provision. Children's Social Care and Housing agreed joint reporting with tangible evidence points agreed.
- Care Experienced young people have prompt, informative housing advice and support and have access to advice to maximise their employment income and any benefits claims.
- **Measure**-Data and feedback evidence improvements to young people's access to suitable housing, employment income and benefits.
- **Measure**-Care experienced young people will report greater input, focus and support to prepare for leaving care and whilst they adjust to a more independent living arrangement.
- **Measure**-Effective working practice indicators agreed with Housing and Children's Social Care to monitor joint working practice and impact for young people.

Key Partners for this strategic priority are:

- Housing Services Personnel
- Housing Benefits Personnel
- Department of Work and Pensions
- Children's Social Care Personnel
- Fostering staff, foster carers inhouse and independent Fostering providers.
- Residential providers
- Housing and Children's social care services commissioners
- Police
- Community Safety Partnership
- Community and Voluntary Sector Organisations specialising in financial advice.
- Croydon Safeguarding Children Partnership

## Strategic Priority 2

### **Education, Training and Employment Opportunities. Actively supporting and encouraging.**

- **Vision**

Parents want their children to have the best start in life and to reach their full potential. Croydon is an ambitious London Borough for all its children and young people and, like any good parent, has high aspirations for the children in our care and for our care experienced young people as they move into adulthood.

Our vision is to ensure that all aspects of our children's education from early childhood development to preparation for adulthood and independence are a top priority for all those involved in the lives of our children and young people.

We want to ensure they can learn and develop, attend, and engage, attain, and achieve at every stage of their learning journey from their earliest years to school, to further and higher education, for work experience, training, apprenticeships, employment, and further education. We want them to have access to the best opportunities in and out of our borough to ensure they have the very best chances in life.

As leaders responsible for ensuring that the local authority discharges its duty to promote the educational achievement of their children, the Chief Executive of the Council, the Lead Member for Children and Families and the Director of Children's Services will ensure that creating a culture of high educational aspirations for children in care and care experienced young people across the council and its partners is given priority.

### **Croydon's Challenges**

Croydon has achieved good educational outcomes and high standards for many of our children in care and care experienced young people, but we acknowledge we can and should do more.

We need to continue to improve the equality of access to educational settings and especially where children and young people have need of specialist provision.

To continue to develop the support provided through our well-established Virtual School to raise attainment and to promote opportunities for children where they can achieve success through apprenticeships and alternative learning pathways.

Developing a greater range of opportunities, for unaccompanied asylum-seeking children and young people to realise their ambitions.

As Corporate Co-Grandparents we also need to ensure that young parents and their children, our grandchildren, are given every additional support and opportunity to engage with learning and employment, recognising that this will enhance the whole family's life chances in our challenging economic climate.


We also need to recognise and support the needs of those children and young people who are looked after for shorter periods of time and return to their birth families or live with connected carers.

As Corporate Parents we understand the additional provisions required by our children who have special educational needs and/ or disabilities. With the engagement of our wider council SEND strategy, we will develop a further range of specific opportunities for these children and young people to enable them to realise their potential. We recognise that we can provide more diversity and creativity to this arena through a 'Whole Council and Partnership' approach.

Our council, as in national policy, is also firmly focussed on increasing our Education, Employment and Training rates for all children in care and care experienced young people. We have specialist teams working on developing a comprehensive offer of support and engagement locally.

We will also ensure that all children in care and care experienced young people, living out of area, have equally good access and provision in their local areas through monitoring guidance and support of the Virtual school and college.

What we will do: -

- 
- We will continue to focus on improving educational outcomes and EET rates for children in care and care experienced young people. Our aim is to ensure all 16-year-olds have a suitable and appropriate education or employment/training option.
  - A Corporate Parenting, Council Wide, approach will promote mental health and wellbeing as a core foundation to support children and young people in accessing education. This will include listening and responding to the voices of children and young people in relation to what supports them to succeed and achieve.
  - We will support this ambition through developing and delivering a programme of training and awareness about the educational needs and outcomes of our cohort for all Council members, officers, and partners.
  - We will continue to drive improvements in the quality and impact of the Personal Education Plan as part of a Corporate Parenting council and partner approach. This will create a foundation to support children and care experienced young people to access high quality employment, training, and further education.
  - We will create a virtual college that builds upon the work of the virtual school and continues to aspire, track and support care experienced young people to access a range of opportunities.

How will we know we have been successful?

- All children in care continue to have a high-quality personal education plan and pathway plan that sets out how they will be supported to achieve their potential at every age and stage.
- **Measure**-children and young people will tell us what they need. The outcomes detailed in Personal Education Plan (PEP) and Pathway Plans are seen in children and young people's life successes and opportunities.
- More children in care and care experienced young people will be supported to access and sustain higher education opportunities or relevant apprenticeships, employment-based routes, including the re-establishment of in-house apprenticeships on site.
- **Measure**-Data including destination collection, PEPs, complaints and Quality Assurance Audits evidence improvements in the number and diversity of care experienced young people accessing and sustaining further education or employment
- Children and care experienced young people will have their Strengths and Difficulties questionnaire (SDQ, mental health and wellbeing assessment) assessed and incorporated into their PEP plans recognising the correlation between wellbeing and educational achievement.
- **Measure**-Data and feedback evidence improvements to young people's access to appropriate emotional and wellbeing support that supports them to enjoy and achieve in education, training, and employment.

Key Partners for this strategic priority are:

- Virtual School
- Virtual College
- Education Providers
- SEND service.
- Access to Education Service
- Social work – area teams and children Looked After Services
- Fostering, Kinship and Special Guardianship Order (SGO) Services
- Residential Services
- Education Services and Croydon Education Partnership
- 16+ Service
- Independent Reviewing Officer (IRO) Service
- Youth Justice Service
- Employers
- Colleges
- Employment, Skills & Economic Development.
- Croydon Safeguarding Children Partnership

## Strategic Priority 3

### Permanence, Stability.

- **Vision**

- Croydon Council and partners will work together to secure children's futures with their families wherever possible. When they cannot live with their parents, we will secure the best plan to meet their needs in their timescales. Wherever possible children and young people will experience their home and care in the borough of Croydon. When this is not possible it will be important to ensure that every effort is made to maintain and support links with family, significant others, and community. We will create stability, care, and love in the lives of the children and young people we care for. We will listen to children and young people and incorporate their views and wishes into their plans and lived experiences.

- **Croydon's Challenges**

- Croydon like many Local Authorities, particularly in London, strive to create sufficient homes for children and young people to reflect the diversity of need. We have achieved Permanence for many children and young people but need to become better at recognising when situations become fragile and risk the stability of a consistent home and caring experience for children and young people. We need to build more resilience into assessments and support for children, young people, carers, and partners.
- What we will do:
  - Listen to our looked after children and care experienced young people.
  - Review our (sufficiency) strategy to ensure that there are a range of homes and locations to meet the diversity of need for our children and young people. We will review the strategy robustly and regularly to ensure that it meets current and projected need.
  - Continue to develop and improve our inhouse and partnership arrangements to ensure that permanency and stability is an experience that all children and care experienced young people can achieve. This partnership will include the views and needs of a range of families involved in a child's life.
  - To develop training and skill development for social work, aligned professionals, council wide corporate parents and community partners, in assessing and planning where home circumstances and care is fragile. Seeking and proposing positive



solutions, incorporating children, young people, family, and carers wishes and feelings into plans and interventions.

- Develop a range of support offers (people, programmes, approach) to deploy to increasing stability where circumstances are fragile. Creating equality of opportunity for all children and young people to experience a stable home and care.

How will we know we have been successful?

- Children and young people will live in stable and well supported homes.
- **Measure**-children and young people will tell us what they need. We will agree with children how they will know we have listened to their needs. The outcomes detailed in care and pathway plans will have demonstrable impact upon children and young people's stability, life chances and ambitions. Matching data and auditing information for longer term care arrangements will be developed and monitored.
- More children looked after and care experienced young people will be supported to live in or close to Croydon.
- **Measure**-Data and Quality Assurance Audits evidence improvements in the range of placement choice, matching decisions, incorporating children and young people's views and wishes, when considering what homes, care and support will realise the best opportunity for a stable and loving home.
- We will ensure that our workforce and partners are equipped to identify and support care arrangements to be robust, stable and caring. We will further develop our practice and resources to create more stability of home and care.
- **Measure**-Data and Quality Assurance Audits evidence improvements to creating stability for children and care experienced young people.

Key Partners for this strategic priority are:

- Health Services
- Police
- Community Safety Partners.
- Children's Commissioning Service
- Adults and Health Commissioning Service
- Social work teams.
- Placements Team
- Foster Carers and Fostering Service
- Children's Residential Services
- Housing
- Independent Placement Providers
- Independent Reviewing Officers.
- Community partners
- Croydon Safeguarding Children Partnership

## Strategic Priority 4

### Health and Adult Transitions.

- **Vision**

Our children want us to value them, care for them and promote healthy relationships with their families and significant people in their life. They want us to ensure that their life stories are developed, understood, and promote their identity development which will underpin their mental and emotional wellbeing.

Our children will be safeguarded and protected, they will experience improved health and wellbeing and positive transitions into adulthood. They will enjoy and thrive in their communities of choice.

- **Croydon's Challenges**

- Many of our children and young people who are in care or are care experienced, have had a difficult start in life. Life expectancy and the likelihood of developing physical and mental health problems are strongly linked to their experiences of neglect, abuse, and trauma. Families' experiences of access to services and support impact upon their ability to care for their children which can amplify the risks of health inequalities. Children and young people who are care experienced are more likely to develop problems with their physical and mental health and suffer health inequalities if they have faced one or more of the following, with risk increasing with each additional factor experienced: the child, young person needs to be looked after in the care system; they are new to the country and asylum seekers; they have experienced trauma; they are excluded from school; they have special education needs; they live in poverty; or they have experienced the youth justice system.

The effect of poor physical and mental health and health inequalities impacts throughout people's lives. Transitions into adulthood can be impacted upon by these vulnerabilities. It is strongly linked to the ability to achieve and attain within education, and employment and the ability to create and sustain a home and family life.

- What we will do:
- We will listen to our children and act upon their feedback.
- We will use our practice framework, to promote emotional healing and to support our children and young people to be able to cope with the pressure's life brings. We will support children in care and care leavers to improve their health and wellbeing and will provide services and a high standard of support to meet their needs including their physical, mental and sexual health. We will create a health pathway for our care experienced young people that reflects what they will need as they transition into adulthood. We will know these areas are being achieved when all our children and young people have access to the health services they need.

- We will create a robust Adult Transitions Pathway that is clear to all and is built upon a proactive partnership between Children and Adult Services. Delivering a smooth transition for those children and young people who need specific support and consideration of their ongoing special needs into adulthood. The planning for this transition will be actively considered in the care plan and pathway plan leading up to and beyond their 18<sup>th</sup> birthday to ensure transitional rigour in navigating positive options for a stable home and community life.
- We will continue to monitor outcomes that we know are effective and improve delivery: - immunisations status and the percentage of completed strengths and difficulties questionnaire (SDQ's) which are an indicator in measuring mental health and wellbeing. The use of SDQ's and health information to inform plans and practice, GP Registrations, timeliness of dental reviews and timeliness and quality of Health assessments.

How will we know we have been successful?

- For children and young people in care to be supported to have improving emotional and mental health and wellbeing. To be assured that the SDQ is informing care, education planning and support for our children and young people as per guidance.
- **Measure**-children and young people's views will be incorporated. To have a high level of SDQ completion. We will report on SDQ year on year scores to examine trends and sample a range of children and young people to inform this reporting.
- Initial Health Assessments are continued to be prioritised and evidence of impact upon health planning and impact is available.
- **Measure**-Data and Quality Assurance Audits monitor the timeliness and impact of initial and subsequent health assessments.
- Care experienced young people have access to responsive and needs led health services which include physical, mental and emotional health, sexual health and peri and postnatal health support.
- **Measure**-Data and Quality Assurance Audits evidence increased access and positive impact of health services for care experienced young people.
- To have clear pathways of support available for looked after young people moving to adult services. Themes include mental health, transitional safeguarding and transitions for those young people who do not have a diagnosis and yet will continue to need support from social care (including addictions)
- **Measure**-Data is developed to monitor current and future needs. Young people aged 14-25 who are leaving care have access to mental health, drug and addiction services when needed. Young people between 14-25 years diagnosed with Autism, ADHD, learning or/and physical disability or specific vulnerabilities are identified and have a clear plan of support that addresses transitional care needs in a timely manner.

Key Partners for this strategic priority are:

- Designated Doctor
- Designated Nurse
- Children's Commissioning Lead
- Adult Health Commissioning Lead
- Adult and Children Safeguarding Lead
- CLA Health Team

- Community partners
- Police
- Community safety partners
- Family Justice Service
- Croydon Safeguarding Children Partnership

## **Governance Arrangements**

### **Board members supporting Strategic Priority Themes**

Within our Corporate Parenting Strategy, we have set out four priority themes informed by our self and external assessment, children and young people's views and wishes. The Board will arrange four respective subgroups that relate to the priority strategic areas. An elected council member will work closely with an ambassador supported from the participation service and a relevant officer and partners to drive the oversight and challenge to evidence progress and improvement in each area. The lead member will promote the priority within relevant forums, committees, decision making forums and wider council and community events as relevant. The elected member priority lead will receive updates from the operational lead as agreed and prior to reports being presented to the corporate parenting board.

### **Officers**

Officers have a crucial role to play in ensuring that services are developed and delivered to a high standard and that they inform elected members of the progress of the plan and any challenges that are being faced. They need to know about the children who are in our care and always strive to deliver the highest quality service. They are responsible for advising the Board and ensuring that any agreed actions are implemented as agreed:

- Reporting to the Corporate Parenting Board on performance relating to children in care and care leavers. Highlight reports of overarching progress for children looked after and care experienced each year as directed by the chair and co-chair. Subgroup reporting will be presented at each update from the respective group.
- Ensuring that the Corporate Parenting Board has all relevant information to ensure that they can provide robust monitoring of services provided to children in care and care experienced young people and make decisions based on the most up to date information.

This strategy is to be read in conjunction with Croydon's Care Experienced Young Peoples Strategy.

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*Croydon Care Experienced  
Young People Strategy.  
23-25.*



## **Forward**



**Debbie Jones, Corporate Director, Children, Young People and Education**

I am delighted to introduce our Croydon Council Care Leaver Strategy which aligns with our new Whole Council and Partnership Corporate Parenting Strategy. In Croydon, we have widely consulted and galvanised relationships across the Directorates in the Council and with our Partners to deliver an ambitious and focussed programme of work. Our Care Leavers have told us what they need us to improve, and we have responded with a renewed approach to working together through our new Corporate Parenting Board, including young people as Co-Chair and Ambassadors to co-produce, challenge and create a Local Offer which meets the diversity of need. We will ensure all our Care Leavers receive the best support and care to access the resources they need and to develop the resilience to manage a successful transition into adulthood.



**Councillor Maria Gatland, Chair of the Corporate Parenting Board and Cabinet Member for Children and Young People.**

As lead member for children and young people and a corporate parent, I am proud that Croydon is developing a whole council and partnership approach, informed, and co-produced with our Care Leavers. We are ambitious for our young people and are committed to listening to what they need from us to develop and achieve stability, happiness, and enjoyment in their transition to adulthood. We recognise that young people mature at different rates and particularly for our Care Leavers this is more important to recognise given the impact of their early experiences. We will design services and pathways to include a flexible and supportive approach. Colleagues across the council and partners are excited and committed to bringing the combined skills, resources, and capacity to improving the lived experience and life choices of our young people.



## **Introduction**

Welcome to the Croydon Council Care Leaver Strategy. This strategy relates to Care Experienced Young People, preparing to leave care, 16-18 years who have left care and continue to be entitled to access services up to the age of 25 years. This strategy aligns with the Croydon Corporate Parenting Strategy with an emphasis on a whole Council and Partnership Approach to supporting and enabling young people to manage a successful transition into interdependence. As Co-corporate parents, it is our responsibility to be the supportive parent in times when birth, adoptive parents or carers are unable to fulfil this role. For those young people with their own children, we need to become 'Co-corporate grandparents'. We are committed to helping our young people to realise their goals and potential. We will develop opportunities within the Croydon area and reach out to other councils in the UK where our young people may choose to reside and ensure that they are able to access stable quality homes, education, employment and training and good access to mental and physical health services.

This Strategy outlines our challenges as a Council, what young people tell us they need and what we are going to do to address the need through co-production with our young Ambassadors, colleagues, and partners. We recognise that this is a three-year strategy and will ensure that through joint endeavour and ambition we will evaluate the impact of the improvements required and delivered to inform the learning into each year. Changes in legislation and local/out of borough needs will be assessed and incorporated into a refreshed version of the strategy as required.

## **Overview of Strategy**

This Care Experienced Young People Strategy is informed by our own self-assessment, feedback from children and young people about the services and approach they want to support their needs and to realise their ambitions: -

- **They want Commitment:**  
For our children looked after and care experienced young people to feel that they are seen that they are heard, and that they are cared for by their corporate parents.
- **They want Togetherness:**  
For relationships between children, and their social workers, Personal Advisors and foster carers, to be respected and nurtured, and for it to be understood that these relationships are as important when a young person turns 18 years old. To recognise the importance of children's family relationships and life stories.

### **Listen to voices of those that work closely with us:**

For the voices of those that work closest with our children and young people to be heard and taken account of, and for all parts of the council to work together to deliver improvements in services to them, especially in respect of housing.

We have had feedback from our partners and colleagues and external scrutiny from Ofsted and the Department of Education on areas for focussed improvement. As a council we are operating within exceptional financial constraints and need to be creative and work harder at developing our partnership arrangements to ensure that we remain efficient and build capacity to meet need. This Strategy will align with our Corporate Parenting Strategic priorities and our new Board will have oversight, drive improvements and tackle barriers to success through focussed priority groups with young Ambassadors actively supporting, advising, and challenging. The strategic developments will continue to inform and refresh our Local Offer to Care Experienced Young People.

## **Co-Corporate Parents and Grandparents.**

In Croydon we are clear that our Care Experienced Young People require our understanding and support in preparing them for leaving care, support during the transition and to be there for them to celebrate the successes and to help when things don't always go right. We expect of ourselves as a whole council with our partners what we expect from good parents.

We understand that being ready to leave home is a process not driven by age but based on each young person's level of emotional and mental maturity and wellbeing as well as specific needs such as a learning or physical disability. Transitions are not always sequential, and we need to work with young people to allow for changes in their pathway plan to reflect the contingency plans which are needed at different times. Young people who have had a care experience may not always be able to access support from their families which is why our Corporate Parenting Strategy emphasises the need for us to co-parent into adulthood as required by a young person. Respecting their choices, supporting them to achieve stability and happiness, fulfilling education, training and work experiences and enjoyment in being part of a diverse and supportive community. Becoming active residents and contributing to their neighbourhoods and environments.

In Croydon we are committed to creating the right conditions, services, and approach to achieving support that is meaningful and has a positive impact for all of our Care Experienced Young People. We aim to achieve this through our Corporate Parenting Strategy, driving ambitions and aspirations collaboratively with young people.

We will achieve this through: -

- Strong leadership, commitment to co-parenting with your family and connected carers, driving improvements through robust performance management and a focus on what works best for you.
- We will monitor and develop our equalities improvements against our Equalities Impact Assessment.
- We will build on our engagement and involvement of children, and care experienced young people, in developing and implementing this strategy.
- We will promote an inclusive and effective partnership working across Croydon Council with support from identified elected members to each priority theme.

Our priority focus areas for the next three years based on the assessment need, including feedback from young people are as follows: -

- Creating **diverse and quality homes** for Care Experienced young people. Providing a range of support to develop life skills, promote wellbeing and support the integration of young people into communities. Driving a sense of belonging and stability for young people
- Developing a range of **educational, training and employment opportunities** that young people tell us they want. Design programmes to try out different workplace

environments and become more prepared and informed in education and training choices.

- Provide **stability and permanence** through the preparation and ongoing support provided. Promoting relationships and connections with communities and through education, training, and work experiences. Creating a sense of belonging that provides support to celebrate the good times and help through the difficult periods.
- Developing **our health offer** to Care Experienced Young People, to promote good physical, emotional and mental health through the transition into adulthood and developing skills in advocating for universal services. Creating a robust **Adult Transitions pathway** that reflects the needs of Care Experienced Young People and creates choice and a range of support to help them live the life they desire.

## Who are Care Leavers?

A Care Leaver is someone who has been cared for by the Local Authority in a range of different homes.

The following young people, who are statutorily entitled to support, are part of this group:

- **Eligible** – children aged 16-17 who are still in care, and who have been in care for 13 weeks or more from the age of 14 and have been in care at some point when they were between the ages of 16 and 17.
- **Relevant** – children aged between 16 and 17 who have left care. This category of Care Leaver also includes children who are detained in institutions such as prisons or hospitals. • **Former Relevant** – young people who are between the ages of 18 and 21 and who were previously eligible and/or relevant, and who are entitled to ongoing support to enable their successful transition to independence.
- **Qualifying** – A young person who has been a CLA for at least 24 hours, post his/her 16th birthday. Young people covered by the fact that they were being privately fostered or subject to a special guardianship order. A young person who has had several planned short term breaks no longer than 4 weeks, and after each one they returned to their parents/or someone with parental responsibility. This will particularly apply to disabled young people who have regular periods of short-term breaks. Under the 2010 regulations this group is deemed to be qualifying
- Young people between the ages of 21 and 25 and who were previously eligible and/or relevant, who are in education training or employment and who wish to receive an ongoing service.
- Young people aged 21-25 who are current or returning care leavers requesting a service under the Children & Social Work Act 2017 guidelines.

## **Practice Framework**

Our practice framework is Systemic practice, under which different relationship-based approaches sit, strengthening, restorative and motivational. We train and support our practitioners and managers to practice within this framework. We believe that this evidence-based approach enables practitioners to understand that young people and families are in contextual relationships that shape their identity. We employ clinical staff to provide support and consultation to staff and carers to help them to develop their understanding of young people's needs, their position and how to best help them particularly during the transitional period of leaving care.

### **How we deliver support and services to Care Experienced Young People.**

#### **Personal Advisers**

All care leavers are assigned a Personal Adviser when they turn 17.5 years old and can continue to receive support up until they are 25 years old. The Personal Advisor reviews the needs of the young person with them and creates a pathway plan (PWP) to identify the key goals that they wish to focus on and how they will get there. The plan specifies who is involved to support the young person and how they wish that support or services to be delivered.

#### **Voice of Care Experienced Young People**

Care leavers themselves are involved in co-producing the Care Leavers' Offer primarily through the Children in Care Council. We are developing the participation approach to engage a greater range of voices and needs to inform service improvement for all young people. This will be further promoted by the development of our ambassador model to influence and promote change throughout the council and with partners.

#### **Voice of Care Experienced Young People**

In Croydon we have extended the Independent Reviewing Officer, (IRO) role to incorporate the first year of leaving care from 18-19 years for those young people who wish to have continued support and oversight from their IRO.

#### **Independent Visitors.**

This scheme matches a supporting adult to befriend, advise and assist a young person who may have little or no positive contact with members of their own family.

### **Children in Care Council and Care Leavers Forum**

Is part of an overall participation strategy to engage and incorporate the diverse voices and views of children in care and care experienced young people. Involvement in the Corporate Parenting Board oversight and developments and a range of activities to co-produce and drive improvement initiatives are undertaken alongside creating a space for shared understanding, belonging, and making friends. A range of events and workshops are delivered every week and attendance supported at national events.

### **Esther Outreach**

Is and Aftercare Service, providing a listening ear, advice, and advocacy to Care Experienced Young People. Esther Outreach is a voluntarily run department of a local Croydon Church that provides practical support, advice, and advocacy to 'Children Looked After and Care Leavers' working in conjunction with Croydon Council within a friendly, safe environment where they are equipped with the right tools to develop their independence skills.

### **Staying Put Policy**

Our Staying Put Policy promotes young people to be able to remain living with their foster family. Where both the young person and carer would like the arrangement to continue. There is a good take up of this offer in Croydon and we have a detailed process to support both the young person and carer.

### **Joint Housing and Children's Social Care Protocol, 2023.**

The Joint Housing and Children's Social Care Protocol outlines how Croydon Council and partners will view Care Experienced Young People, (CEYP), as in priority need for housing and homes whilst joint working arrangements will promote new ways to support young people who struggle to sustain their homes and tenancies. A new robust Housing Panel is being established to review the needs of all legacy situations where CEYP are in temporary homes and not able to apply for full benefit entitlements or move to more stable arrangements. A new housing quota will support transitions into homes that are equipped with key items and support for the young person will be specified.

### **The House Project 2023.**

The House Project Programme brings young people together and provides a range of opportunities and experiences to build relationships and have mates, prepare for and manage their first home and have a pathway in to education, employment or training. The programme is what young people 'do' after they have successfully secured their place on their Local House Project and is underpinned by the [ORCHIDS framework](#). We are working with the House Project to establish our first cohort of young people to engage with this project in Croydon.

### **Virtual School and College**

We will continue to focus on improving educational outcomes and EET rates for Children in care and care experienced young people. Our aim is to ensure all 16-year-olds have a suitable and appropriate education or employment/training option.

A Corporate Parenting, Council Wide, approach will promote mental health and wellbeing as a core foundation to support children and young people in accessing education. This will include listening and responding to the voices of children and young people in relation to what supports them to succeed and achieve.

We are creating a virtual college that builds upon the work of the virtual school and continues to aspire, track and support care experienced young people to access a range of opportunities including work experience and apprenticeship programmes tailored to the needs of Care Experienced Young People.

### **Housing, benefits, and support team.**

Whilst we improve our housing offer, we are developing a co-located housing, benefits, and support team with our 16+ Service. The team will review all legacy 'temporarily housed' Care Experienced Young People to find new stable homes. The team will work closely with the new joint Housing and Childrens Social Care Panel to ensure that young people are supported to identify suitable accommodation and offer support to access benefits and support.

### **Health Service.**

We are providing additional health services to our Care Experienced Young People in conjunction with our health colleagues. This will consist of two specialist nurses to support and provide interventions to Care Experienced young people to reduce the impact on long term, physical and mental health, particularly in addressing the impacts of trauma and psychological harm.

## **Pledge to Care Leavers**

### **Croydon's Looked After Children and Care Experienced Young Person Pledge. 2020**

Our commitments to you as our Looked after Children:

1. Help you with your social life and to keep contact with your family where safe to do so.
2. We will help you to access positive social and educational activities.
3. We will make sure your learning continues into later life by supporting you to consider higher education.
4. We will provide you with a place to live that is safe and happy for you.
5. We will provide you with the right help to meet all your needs and to celebrate who you are.
6. We will support you in moving on from care and prepare you for living independently.
7. We will make sure we know your needs and review our plans to meet them regularly.
8. We will involve you in decisions which affect you and we will take your wishes and feelings taken into account.
9. We will ensure you have a social worker/personal advisor, to support you, and for you to be able to contact them easily.
10. We will support you to return home if it safe and right for you.
11. We will ensure you have access to high quality good education at all stages of your childhood.
12. If you request it, we will help you see the records we hold about you.
13. We will respect you as an individual with your own identity.

### **Local Offer for Care Leavers.**

#### **The Local Offer to Care Experienced Young People in Croydon covers: -**

- Details of Housing and Homes available.
- A full guide to available financial support and guidance on managing money.
- Education, training and employment opportunities with links to schemes, programmes and jobs
- Health and wellbeing including a comprehensive guide on the Health Service for Care



Leavers, physical health, mental health, sexual health, young parents, smoking, drugs and alcohol and staying safe services. Access to your health passport.

- Relationships with immediate and extended family, building positive relationships, And developing a good support network.
- Participating and contributing in the wider community through volunteering, membership of groups and opportunities to influence and make services better.
- Specific support available to Unaccompanied Asylum-Seeking Children (UASC)
- How young people can have their say on their experience of our services available to them.

The Local Offer to Care Leavers is in the process of being updated and can be found at: <https://www.croydon.gov.uk/sites/default/files/2021-01/Local-Offer-Care-Leavers-Jan21.pdf>

### **Focus for this strategy 23-25**

The Croydon Care leaver strategy is closely aligned to the Croydon Corporate Parenting Strategy. The priority areas for us to deliver improvements on during this period are: - Housing and Homes, Education, Employment and Training, Permanence and Stability, Health, and Adult Transitions. We as a Council, with our partners have a programme of work to drive these improvements over the next three years, underpinned and informed by our commitment to equalities and monitoring of the equity of impact. For further information please check the public documents section of the website for updates on progress.

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# Equality Analysis Form

# 1. Introduction

## 1.1 Purpose of Equality Analysis

The council has an important role in creating a fair society through the services we provide, the people we employ and the money we spend. Equality is integral to everything the council does. We are committed to making Croydon a stronger, fairer borough where no community or individual is held back.

Undertaking an Equality Analysis helps to determine whether a proposed change will have a positive, negative, or no impact on groups that share a protected characteristic. Conclusions drawn from Equality Analyses helps us to better understand the needs of all our communities, enable us to target services and budgets more effectively and also helps us to comply with the Equality Act 2010.

An equality analysis must be completed as early as possible during the planning stages of any proposed change to ensure information gained from the process is incorporated in any decisions made.

In practice, the term '**proposed change**' broadly covers the following:-

- Policies, strategies and plans;
- Projects and programmes;
- Commissioning (including re-commissioning and de-commissioning);
- Service review;
- Budget allocation/analysis;
- Staff restructures (including outsourcing);
- Business transformation programmes;
- Organisational change programmes;
- Processes (for example thresholds, eligibility, entitlements, and access criteria).

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# 2. Proposed change

<b>Directorate</b>	
<b>Title of proposed change</b>	
<b>Name of Officer carrying out Equality Analysis</b>	

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

Briefly summarise the proposed change and why it is being considered/anticipated outcomes. What is meant to achieve and how is it seeking to achieve this? Please also state if it is an amendment to an existing arrangement or a new proposal.

## 3. Impact of the proposed change

**Important Note:** It is necessary to determine how each of the protected groups could be impacted by the proposed change. Who benefits and how (and who, therefore doesn't and why?) Summarise any positive impacts or benefits, any negative impacts and any neutral impacts and the evidence you have taken into account to reach this conclusion. Be aware that there may be positive, negative and neutral impacts within each characteristic.

Where an impact is unknown, state so. If there is insufficient information or evidence to reach a decision you will need to gather appropriate quantitative and qualitative information from a range of sources e.g. Croydon Observatory a useful source of information such as Borough Strategies and Plans, Borough and Ward Profiles, Joint Strategic Health Needs Assessments <http://www.croydonobservatory.org/> Other sources include performance monitoring reports, complaints, survey data, audit reports, inspection reports, national research and feedback gained through engagement with service users, voluntary and community organisations and contractors.

### 3.1 Deciding whether the potential impact is positive or negative

**Table 1 – Positive/Negative impact**

For each protected characteristic group show whether the impact of the proposed change on service users and/or staff is positive or negative by briefly outlining the nature of the impact in the appropriate column. . If it is decided that analysis is not relevant to some groups, this should be recorded and explained. In all circumstances you should list the source of the evidence used to make this judgement where possible.

Protected characteristic group(s)	Positive impact	Negative impact	Source of evidence
Age			
Disability			
Gender			
Gender Reassignment			
Marriage or Civil Partnership			
Religion or belief			
Race			
Sexual Orientation			
Pregnancy or Maternity			

**Important note:** You must act to eliminate any potential negative impact which, if it occurred would breach the Equality Act 2010. In some situations this could mean abandoning your proposed change as you may not be able to take action to mitigate all negative impacts.

When you act to reduce any negative impact or maximise any positive impact, you must ensure that this does not create a negative impact on service users and/or staff belonging to groups that share protected characteristics. **Please use table 4 to record actions that will be taken to remove or minimise any potential negative impact**

### 3.2 Additional information needed to determine impact of proposed change

**Table 2 – Additional information needed to determine impact of proposed change**

If you need to undertake further research and data gathering to help determine the likely impact of the proposed change, outline the information needed in this table. Please use the table below to describe any consultation with stakeholders and summarise how it has influenced the proposed change. Please attach evidence or provide link to appropriate data or reports:

Additional information needed and or Consultation Findings	Information source	Date for completion

For guidance and support with consultation and engagement visit <https://intranet.croydon.gov.uk/working-croydon/communications/consultation-and-engagement/starting-engagement-or-consultation>

### 3.3 Impact scores

#### Example

If we are going to reduce parking provision in a particular location, officers will need to assess the equality impact as follows;

1. Determine the Likelihood of impact. You can do this by using the key in table 5 as a guide, for the purpose of this example, the likelihood of impact score is 2 (likely to impact)
2. Determine the Severity of impact. You can do this by using the key in table 5 as a guide, for the purpose of this example, the Severity of impact score is also 2 (likely to impact )
3. Calculate the equality impact score using table 4 below and the formula **Likelihood x Severity** and record it in table 5, for the purpose of this example - **Likelihood (2) x Severity (2) = 4**

Table 4 – Equality Impact Score

<b>Severity of Impact</b>	3	3	6	9
	2	2	4	6
	1	1	2	3
		1	2	3
	<b>Likelihood of Impact</b>			

#### Key

Risk Index	Risk Magnitude
6 – 9	High
3 – 5	Medium
1 – 3	Low

# Equality Analysis

Table 3 – Impact scores

<p>Column 1</p> <p><b>PROTECTED GROUP</b></p>	<p>Column 2</p> <p><b>LIKELIHOOD OF IMPACT SCORE</b></p> <p>Use the key below to <b>score</b> the <b>likelihood</b> of the proposed change impacting each of the protected groups, by inserting either 1, 2, or 3 against each protected group.</p> <p><b>1 = Unlikely to impact</b>  <b>2 = Likely to impact</b>  <b>3 = Certain to impact</b></p>	<p>Column 3</p> <p><b>SEVERITY OF IMPACT SCORE</b></p> <p>Use the key below to <b>score</b> the <b>severity</b> of impact of the proposed change on each of the protected groups, by inserting either 1, 2, or 3 against each protected group.</p> <p><b>1 = Unlikely to impact</b>  <b>2 = Likely to impact</b>  <b>3 = Certain to impact</b></p>	<p>Column 4</p> <p><b>EQUALITY IMPACT SCORE</b></p> <p>Calculate the <b>equality impact score</b> for each protected group by multiplying scores in column 2 by scores in column 3. Enter the results below against each protected group.</p> <p><b>Equality impact score = likelihood of impact score x severity of impact score.</b></p>
Age			
Disability			
Gender			
Gender reassignment			
Marriage / Civil Partnership			
Race			
Religion or belief			
Sexual Orientation			
Pregnancy or Maternity			



# Equality Analysis

## 4. Statutory duties

### 4.1 Public Sector Duties

Tick the relevant box(es) to indicate whether the proposed change will adversely impact the Council's ability to meet any of the Public Sector Duties in the Equality Act 2010 set out below.

- Advancing equality of opportunity between people who belong to protected groups
- Eliminating unlawful discrimination, harassment and victimisation
- Fostering good relations between people who belong to protected characteristic groups

**Important note:** If the proposed change adversely impacts the Council's ability to meet any of the Public Sector Duties set out above, mitigating actions must be outlined in the Action Plan in section 5 below.

## 5. Action Plan to mitigate negative impacts of proposed change

**Important note:** Describe what alternatives have been considered and/or what actions will be taken to remove or minimise any potential negative impact identified in Table 1. Attach evidence or provide link to appropriate data, reports, etc:

**Table 4 – Action Plan to mitigate negative impacts**

Complete this table to show any negative impacts identified for service users and/or staff from protected groups, and planned actions mitigate them.				
Protected characteristic	Negative impact	Mitigating action(s)	Action owner	Date for completion
Disability				
Race				
Sex (gender)				
Gender reassignment				
Sexual orientation				
Age				

## Equality Analysis

Religion or belief				
Pregnancy or maternity				
Marriage/civil partnership				

### 6. Decision on the proposed change

Based on the information outlined in this Equality Analysis enter <b>X</b> in column 3 ( <b>Conclusion</b> ) alongside the relevant statement to show your conclusion.		
Decision	Definition	Conclusion - Mark 'X' below
No major change	Our analysis demonstrates that the policy is robust. The evidence shows no potential for discrimination and we have taken all opportunities to advance equality and foster good relations, subject to continuing monitoring and review. <b>If you reach this conclusion, state your reasons and briefly outline the evidence used to support your decision.</b>	
Adjust the proposed change	We will take steps to lessen the impact of the proposed change should it adversely impact the Council's ability to meet any of the Public Sector Duties set out under section 4 above, remove barriers or better promote equality. We are going to take action to ensure these opportunities are realised. <b>If you reach this conclusion, you must outline the actions you will take in Action Plan in section 5 of the Equality Analysis form</b>	
Continue the proposed change	We will adopt or continue with the change, despite potential for adverse impact or opportunities to lessen the impact of discrimination, harassment or victimisation and better advance equality and foster good relations between groups through the change. However, we are not planning to implement them as we are satisfied that our project will not lead to unlawful discrimination and there are justifiable reasons to continue as planned. <b>If you reach this conclusion, you should clearly set out the justifications for doing this and it must be in line with the duty to have due regard and how you reached this decision.</b>	
Stop or amend the proposed change	Our change would have adverse effects on one or more protected groups that are not justified and cannot be mitigated. Our proposed change must be stopped or amended.	
Will this decision be considered at a scheduled meeting? e.g. Contracts and Commissioning Board (CCB) / Cabinet		Meeting title: Date:

# Equality Analysis

## 7. Sign-Off

Officers that must approve this decision		
Equalities Lead	Name: Naseer Ahmad Position: Interim Senior Equalities Officer	Date: 07/08/2023
Director	Name: Roisin Madden Position: Director of Children's Social Care	Date: 21/8/23

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## LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	<b>CABINET</b>	
<b>DATE OF DECISION</b>	<b>25th October 2023</b>	
<b>REPORT TITLE:</b>	<b>Croydon Dementia Strategic Plan</b>	
<b>CORPORATE DIRECTOR / DIRECTOR:</b>	<b>Annette McPartland</b> Corporate Director Adult Social Services	
<b>LEAD OFFICER:</b>	<b>Claire Fletcher</b> Strategic Commissioning Manager Older People and Carers	
<b>LEAD MEMBER:</b>	<b>Councillor Yvette Hopley, Cabinet Member for Health, and Social Adult Care</b>	
<b>KEY DECISION?</b>  [Insert Ref. Number if a Key Decision]	<b>Yes</b>	<b>Key Decision</b>  Decision significantly impacts on communities living or working in an area comprising two or more Wards.
<b>CONTAINS EXEMPT INFORMATION?</b>	<b>NO</b>	Public
<b>WARDS AFFECTED:</b>	<b>All</b>	

## **1. SUMMARY OF REPORT**

- 1.1** The Croydon Dementia Strategic Plan has been developed as an integrated health and care approach, to directing shared resources enabling best impact on the wellbeing and independence of people living with dementia.
- 1.2** Croydon regained its Dementia Friendly Borough status in June 2023 and the development of the strategic plan was a key element in this work.
- 1.3** The plan sets out a borough wide direction of travel, focussed on tackling inequality and making sure no-one is left behind. This is especially important given the disproportionate national impact the Covid-19 pandemic has had on people living with dementia and their carers; this was identified in the 2021 Alzheimer's Society report 'Worst Hit'.
- 1.4** The Strategic Plan aims to provide clarity to our residents, carers, workforce, providers and partners, on the core dementia care offer and services provided by statutory and non-statutory partners in the borough. Fundamentally improve outcomes for people living with dementia and their carers.
- 1.5** The national 'Well Pathway for Dementia' is recognised as the focus to support patients, carers and families on their journey and reduce variation in health and care services. It concentrates on five themes:
- Preventing well
  - Diagnosing well
  - Living well
  - Supported well
  - Ending life well
- 1.6** These themes have been used to set the priorities within Croydon Dementia Strategic Plan, linking to the key objectives of the National dementia strategy.
- 1.7** The primary objectives of the Strategic Plan are to enable strategic and operational improvement and transformation within the available budget and to meet legislative statutory requirements.
- 1.8** It should be read alongside other strategic plans such as the Mayor's Business Plan, Adult Social Care and Health Strategy and the Croydon Health and Care Plan.

## **2. RECOMMENDATIONS**

- 2.1.** The Executive Mayor in Cabinet is recommended:
- to agree the strategic plan and endorse the Council's commitment to the strategic and operational integration partnership.

### **3. REASONS FOR RECOMMENDATIONS**

- 3.1. There are legislative requirements for health and care statutory partners in relation to Dementia; further there are relevant interdependencies within Equality Act protected characteristics, including age, disability, gender and race.
- 3.2. Developing an integrated Strategic Plan is the recommended enabler for system partners to deliver both their fiduciary and legislative responsibilities.
- 3.3. The partnership approach taken has also framed responding to the challenges of Dementia as a borough responsibility; beyond just health and social care boundaries.

### **4. BACKGROUND AND DETAILS**

- 4.1. During 2022 Croydon's health and care partners, through the Mental Health Transformation Programme re-established the Croydon Dementia Action Alliance and developed a Dementia and Older Adults Steering Group. They focussed on:
  - developing a Croydon Dementia Strategic Plan; and
  - ensuring that Croydon achieves Dementia Friendly status (a key Mayoral pledge).

#### **The Croydon Dementia Action Alliance**

- 4.1. The Croydon Dementia Action Alliance will promote all aspects of the Croydon Dementia Strategic Plan, from Preventing Well to End of Life Care.
- 4.2. The Alliance brings together local organisations, business, and groups across multiple sectors, alongside individuals with lived experience. Facilitated by a Communities Coordinator from the Alzheimer's Society, the aim is that all organisations in the Alliance play a proactive role in making the borough more dementia friendly, both as individual members and collaboratively as an alliance.
- 4.3. Organisations represented include the voluntary sector, community groups, retail and business, faith groups, the arts, culture and leisure sector and health and social care. This enables a borough wide response to dementia. This also includes work with organisations representing black and minority ethnic communities such as the BME Forum and the Asian Resource Centre. A list of organisations who play an active role in the Croydon Dementia Action Alliance can be found in the appendix B of the Strategic Plan.

#### **The Croydon Dementia Steering Group**

- 4.4. The Steering Group is formed of senior representatives from both commissioning and provider organisations to develop and drive the strategic work around dementia.
- 4.5. The primary purpose is to develop and oversee the work the Croydon Dementia Action Alliance including supporting the work of the Dementia Friendly Communities Coordinator. The Group involves people with dementia and their carers in its meetings and work programmes.

- 4.6. Membership of the Croydon Dementia Steering Group can be found in Appendix C of the Strategic Plan.

### **Strategy development**

- 4.7. Following a survey run by Healthwatch Croydon, the Strategic Plan development was initially facilitated by the National Alzheimer's Society who collated together the information on the current dementia services within the borough and produced a first draft of the strategy in December 2022.
- 4.8. Developing versions of the plan have been reviewed and discussed by both the Dementia and Older Adults Steering Group and Croydon Dementia Action Alliance. They have provided comment and direction on the themes and actions, ultimately leading to the document being presented.
- 4.9. Building on the first draft, the South West London Integrated Care Board, Croydon Place Mental Health Commissioning Team, took over the development of the strategy incorporating the provided comments and taking an updated draft version for discussion at a Professionals workshop in February 2023.

### **Governance sign off**

- 4.10. The final draft of the Strategic Plan was presented to the Mental Health Programme Board on 9 May. The Board members provided some helpful suggestions on the document and were happy to sign it off as a complete document.
- 4.11. The Strategic Plan has subsequently been approved by the Senior Executive Group on 13 June 2023.
- 4.12. The One Croydon Health and Care Board approved the Strategic Plan on 19 July 2023 and the public version will be presented at the Health and Wellbeing Board on 18 October 2023.
- 4.13. Approval of the Mayor in Cabinet, will complete the Croydon health and care system level strategic governance for the Strategic Plan.

### **Ownership of the strategy**

- 4.14. Strategic ownership is with the Croydon Health and Care Board, co-Chaired by the Borough's Executive Mayor and Health's Place Based Lead.
- 4.15. Delivery of the actions within the Strategic Plan will be owned by the One Croydon Mental Health Programme Board. This reports to the Senior Executive Group and ultimately into the Croydon Health and Care Board.
- 4.16. There is also expected to be a call to present progress against actions to the Croydon Health and Social Care sub-committee.



## **Monitoring and reporting**

- 4.17. Monitoring and reporting will be co-ordinated through the Dementia and Older Adults Steering Group, through to the Mental Health Programme Board.
- 4.18. A development plan is being finalised and is expected to be signed off by Steering Group and in progress by the September 2023 Council Cabinet.
- 4.19. Each partner organisation would ultimately be responsible for their individual deliverables. In particular enabling the ambitions and the outcomes of the dementia strategy action plan to be costed in the context of efficiencies/other system pressures and with realistic timescales for future service model developments.
- 4.20. All current and future actions will be supported through development of full business cases progressed through the governance routes described, and with decisions supported where necessary by equality impact assessments.

## **5. ALTERNATIVE OPTIONS CONSIDERED**

- 5.1. There are legislative requirements for health and care statutory partners in relation to Dementia; further there are relevant interdependencies within Equality Act protected characteristics, including age, disability, gender and race.
- 5.2. Developing an integrated Strategic Plan is the recommended enabler for system partners to deliver both their fiduciary and legislative responsibilities.
- 5.3. The partnership approach taken has also framed responding to the challenges of Dementia as a borough responsibility; beyond just health and social care boundaries.

## **6. CONSULTATION**

- 6.1. The Strategic Plan has been developed by the Alzheimer's Society, primarily in collaboration with members of the Croydon Dementia Strategy Steering Group and Croydon Dementia Action Alliance.
- 6.2. The views and experiences of people affected by dementia in Croydon have been sought through face-to-face conversations, online surveys, and focus groups.
- 6.3. Healthwatch Croydon conducted three surveys to see:
  - How people affected by dementia experienced receiving a dementia diagnosis.
  - Whether they feel supported to manage their dementia.
  - How they have experienced services within Croydon.
  - What they feel could be improved to make Croydon a good place to live with dementia.
- 6.4. From these surveys, and further engagement work with people living with dementia, there were responses from 75 residents who have received a dementia diagnosis, are an informal carer for someone living with dementia, or are a family member/friend of someone living with dementia.

6.5. A summary of the findings can be found in appendix D of the Strategic Plan.

## 7. CONTRIBUTION TO COUNCIL PRIORITIES

7.1. The Strategic Plan will contribute to the following Council priorities cited in the Mayor's Business Plan:

- The council balances its books, listens to residents and delivers good sustainable services.
- People can lead healthier and independent lives for longer.

## 8. FINANCIAL IMPLICATIONS

8.1. There are no existing commitments within the Strategic Plan to deliver services beyond the existing budgets. This strategic policy will ensure cohesive support for people with Dementia and their families which should result in the delay or prevent the need for care in a formal setting.

8.2. The governance model will enable strategic partners to map and understand and negotiate the financial system impacts of existing and new proposals.

8.3. Each partner organisation would ultimately be responsible for their individual deliverables. In particular enabling the ambitions and the outcomes of the dementia strategy action plan to be costed in the context of efficiencies/other system pressures and with realistic timescales for future service model developments.

**Comments approved by Mirella Peters on behalf of the Director of Finance.  
(06.08.2023)**

## 9. LEGAL IMPLICATIONS

9.1. The Care Act 2014 provides the legal framework for adult social care and places a duty on councils to promote individuals well being. Under the Care Act, councils must support and promote the wellbeing and independence of working age disabled adults and older people, and their carers; provisions of the Care Act 2014 include:

- Section 1, Promoting individual well being
- Section 2, Preventing needs for care and support
- Section 3, Promoting integration of care and support with health services etc
- Section 18 – Duty to meet needs for care and support
- Section 20 – Duty and power to meet a carer's needs for support

The proposed service will contribute to the fulfilment of these duties.

The Public Sector Equality Duty as set out in section 149 of the Equality Act requires the Local Authority, in the exercise of its functions, to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation, advance equality of

opportunity between different groups and foster good relations between different groups.

**Comments approved by Doutimi Aseh, Head of Legal Services on behalf of the Director of Legal Services and Monitoring Officer. (14/08/2023)**

## **10. EQUALITIES IMPLICATIONS**

- 10.1.** Under the Public Sector Equality Duty of the Equality Act 2010, decision makers must evidence consideration of any potential impacts of proposals on groups who share the protected characteristics, before decisions are taken. This includes any decisions relating to how authorities act as employers; how they develop, evaluate and review policies; how they design, deliver and evaluate services, and also how they commission and procure services from others.
- 10.2.** Section 149 of the Act requires public bodies to have due regard to the need to:
- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act.
  - Advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
  - Foster good relations between people who share a protected characteristic and people who do not share it.
- 10.3.** The strategic plan will provide clarity to our residents, carers, workforce, providers and partners, on the core dementia offer and services provided by statutory and non-statutory partners in the borough. The highest risk factor for Dementia is age, predominantly affecting 5% of people aged 65 years and over and 20% of those aged over 80 years. Dementia however is not an inevitable part of ageing. Not everyone who is old has Dementia and not everyone who has Dementia is old. In Croydon there are an estimated 3,597 of people living with dementia; of which 2,692 people over the age of 65 who have received a dementia diagnosis.
- 10.4.** An EQIA has been carried out and shows predominantly positive impact on all protected characteristics. However, there is a need to collect better data of service users for some protected groups.
- 10.5. Comments approved by Naseer Ahmad, Interim Senior Equalities Officer on behalf of the Equalities Manager. (Date 01/08/2023).**

## **11. HUMAN RESOURCES IMPLICATIONS**

- 11.1.** There are no direct human resources implications arising from this report for Council employees, and if there were, the Council's HR policies and procedures will be observed, and HR advice would be sought at an early stage.

**Comments approved by: Debbie Calliste, Head of HR for Adult Social Care and Health on behalf of the Chief People Officer**

## **12. APPENDICES**

**12.1.** Croydon Dementia Strategic Plan

**12.2.** Dementia Strategy EQIA

**12.3.** Development Plan

## **13. BACKGROUND INFORMATION**

**13.1.** 2021 Alzheimer's Society report 'Worst Hit' :

<https://www.alzheimers.org.uk/sites/default/files/2020-09/Worst-hit-Dementia-during-coronavirus-report.pdf>



One  
Croydon

Your Health and Care partnership



# Croydon Dementia Strategic Plan



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## Foreword

As the Executive Mayor of Croydon and co-Chair of the Croydon Health and Care Board, I am delighted to launch this Dementia Strategic Plan for Croydon. In my Mayoral Business Plan, I have made it a priority to ensure that people can lead healthier and independent lives for longer. I also committed to collaborating with partners to make Croydon a Dementia Friendly Borough, and through the fabulous work of the Croydon Dementia Action Alliance and with support from Alzheimer's Society, Croydon achieved Dementia Friendly Borough status in June 2023.

This strategic plan is now about delivering on the pledges made to achieve Dementia Friendly status. It sets out a clear direction for all the partners of the Croydon Dementia Action Alliance to work together, to maximise our impact on the wellbeing and independence of people with dementia living in our borough. It is an opportunity to tackle inequality and make sure no one is left behind. This is especially important given the disproportionate impact the Covid-19 pandemic has had on those with dementia and their carers as identified in a report by the Alzheimer's Society in 2021 entitled 'Worst Hit'

I know all partners will work together to deliver the desired outcome for those living with dementia.

Mayor Jason Perry, Executive Mayor of Croydon

## Our Vision for Excellence in dementia Care

As a system (Health, Social Care, Voluntary Community and Social Enterprise (VCSE) providers) we will provide dignified, compassionate, clinically effective, and safe person-centred care for our patients living with dementia. This will be delivered by staff who are appropriately trained and who work in partnership with families and carers. This care will be provided in environments which promote safety, wellbeing, and independence.

We aim to increase early diagnosis and promote living well with dementia, transforming the patients' journey through, reduced length of stay and prevention of admission, early and safe discharge, good mental health liaison as well as ensuring the recognition of the need for palliative and end of life care.

We aim to provide comprehensive and specialist assessments and services at the level required for each individual. We will work across our multi-agency partners to keep the length of in-patient stay as short as possible and enable safe and supported discharge.

Our care and services will demonstrate best practice principles by promotion of research and development in the fields of ageing and dementia studies and through co-production with people with dementia and their carers.

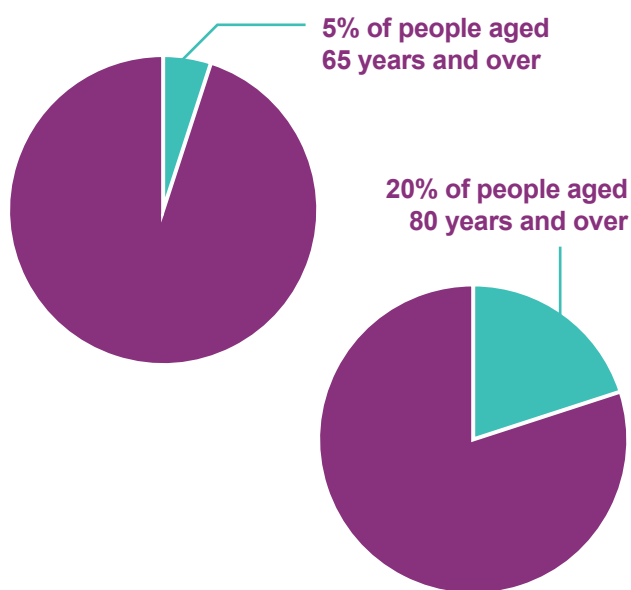




# Background

## What is dementia?

'Dementia' is a condition where several areas of thinking and memory are impaired. A person with dementia will have difficulties carrying out their activities of daily life. There are many causes of dementia. Alzheimer's disease, brain injury due to strokes, and Parkinson's disease are the three most common types. A person with dementia may experience progressive decline in multiple areas of function, such as memory, reasoning, planning and communication skills.



The highest risk factor for dementia is age. It affects 5% of people aged 65 years and over and 20% of those aged over 80 years. These figures are twice as high for people with a learning disability and greater still for people with Down's syndrome where dementia can start from an earlier age. Dementia is not an inevitable part of ageing. Not everyone who is old has dementia and not everyone who has dementia is old. Two thirds of people with dementia are supported at home by some of the 670,000 unpaid carers throughout the country.

Dementia is potentially preventable. Improving physical and mental health in mid-life can reduce the chances of people getting dementia.

Although there is no known cure, some medications can help with some of the symptoms. There is increasing evidence that improving physical health in people with dementia can also improve outcomes. Most importantly, non-medical interventions such as psychological treatments and personalised care can improve dramatically the quality of life of people with dementia and those who care for them.

Although there are common symptoms, each person is unique and experiences dementia in their own way.





## Local context

Dementia is a complex condition which impacts primary, secondary, community, acute and social care. The integration of health services is an important opportunity for people affected by dementia to experience better joined-up care across several service providers.

A list of the current Croydon services for dementia is included in Appendix A.

Recognising that dementia is a collective responsibility for organisations within the Borough, two key groups have been developed to proactively drive the dementia work.

## The Croydon Dementia Action Alliance

The Croydon Dementia Action Alliance is the vehicle through which local organisations, businesses, groups and individuals across multiple sectors are committed to enabling people with dementia and carers to live well by taking action to contribute to a more Dementia Friendly Borough. The work is facilitated by a Communities Coordinator employed by Alzheimer's Society, and the aim is that all organisations who are a part of the Croydon Dementia Action Alliance play a proactive role in making the borough more Dementia Friendly, both as individual members and collaboratively as an alliance.

There are a wide variety of organisations represented including from the voluntary sector, community groups, retail and business, faith groups, the arts, culture and leisure sector and health and social care. This enables a borough wide response to dementia. This also includes work with organisations representing black and minority ethnic communities such as the Croydon BME Forum and the Asian Resource Centre of Croydon. A list of organisations who play an active role in the Croydon dementia Action Alliance can be found in the appendix B.

The Croydon Dementia Action Alliance plays a practical role in promoting all aspects of the Croydon dementia strategy, from Preventing Well to End of Life Care, as outlined through the course of this strategy.

## The Croydon Dementia Steering Group

The Croydon Dementia Steering Group brings together senior representatives from both commissioning and provider organisations to develop and drive the strategic work around dementia. The Steering Group also oversees the work the Croydon Dementia Action Alliance including supporting the work of the Dementia Friendly Communities Coordinator. The Group involves people with dementia and their carers in its meetings and work programmes.

Members of the Croydon Dementia Steering Group can be found in Appendix C.

## Wider Croydon Governance Structure

The Croydon Dementia Steering Group is a working group of the Croydon Mental Health Programme Board (MHPB) and provides updates and documents for scrutiny and approval through an agreed process. There are different levels of Governance and the diagram in Appendix D shows the committees and Boards who have approved the Croydon Dementia Strategy.



## Development of the Croydon Strategy

The strategy has been developed by the Alzheimer's Society, in collaboration with members of the Croydon Dementia Strategy Steering Group and Croydon Dementia Action Alliance.

Throughout its development, the views and experiences of people affected by dementia in Croydon have been sought through face-to-face conversations, online surveys, and focus groups.

Healthwatch Croydon conducted three surveys to see:

- How people affected by dementia experienced receiving a dementia diagnosis;
- Whether they feel supported to manage their dementia;
- How they have experienced services within Croydon; and
- What they feel could be improved to make Croydon a good place to live with dementia.

From these surveys, and further engagement work with people affected by dementia, we heard from over 75 people who have either received a dementia diagnosis, are an informal carer for someone living with dementia, or are a family member/friend of someone living with dementia.

A summary of the findings can be found in appendix E.

# Context

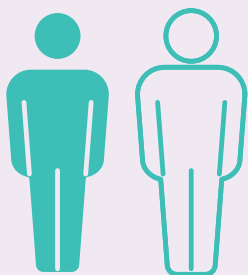
## National context

Dementia is a high-level priority for all local authorities, health partners, Integrated Care Systems, and social care services. There are approximately 900,000 people living with dementia in the UK, which is predicted to rise to over 1 million people by 2025.

The case for dementia care integration is overwhelming. Current estimates put the cost of dementia to the UK at £34.7bn a year increasing to £94.1bn by 2040. Out of the total cost, £5.1bn is currently incurred within health care settings.

Dementia crosses NHS directorates (older people's mental health, ageing well, frailty etc.), has a huge impact on social care and is often accompanied by multi-morbidities. It places significant pressure on primary and acute services due to a lack of community care and high thresholds for people affected by dementia looking to secure social care support. This in turn places a huge burden on the unpaid carers of people with dementia due to the lack of integrated support.

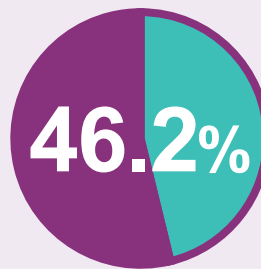
For example:



In 2019-20, half of all people with dementia were hospitalised at least once that year, a trend that has been consistent since 2016-17.



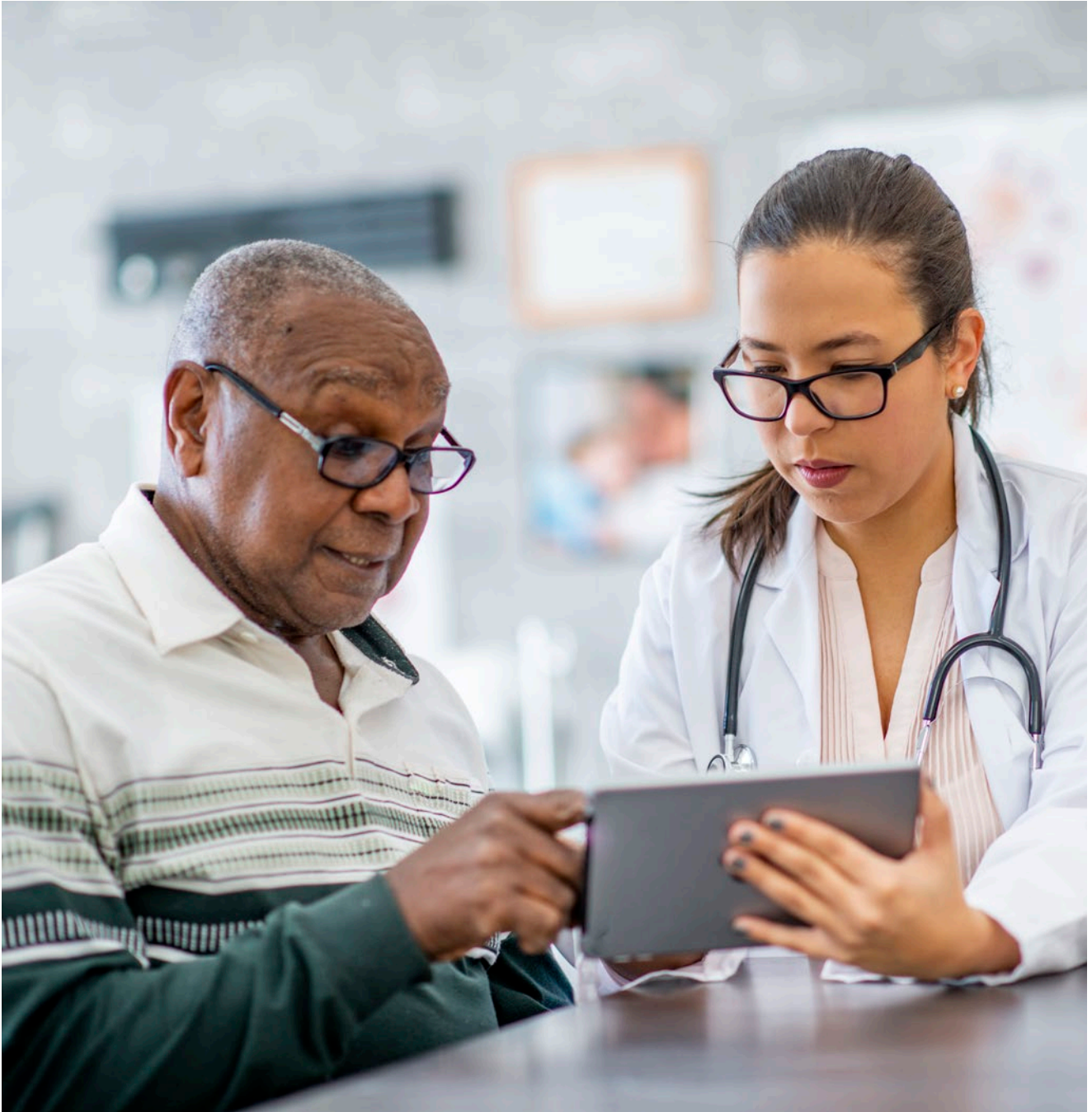
90% of the 2019-20 admissions were as an emergency, with almost a third for stays of one day or less, suggesting better care in the community could have identified problems experienced by people with dementia earlier and prevented these admissions.



Recent data shows that just 46.2% of people with dementia had a care plan initiated or reviewed, despite these often being peoples only formal methods of support.



In 2021 one fifth of people with dementia also had diabetes, 10 per cent had had cancer in the last five years, 23% had a heart condition and 40% had arthritis.



### Person living with dementia

*“At the dementia day centre the staff are very friendly and capable -I think they have a really good understanding of dementia and are very well trained. They seem dementia friendly. The place here is really nice and has lots of space, a quiet room and different people to talk to and things to do. I think dementia training is very important and I worry about people elsewhere where staff may not be as good.”*

### Carer

*“Support for both of us is important, respect for the person in this situation and mindfulness of how this is affecting the person and the family.”*

## Croydon context

Croydon is part of NHS South West London Integrated Care System (ICS). Within this ICS area, there are currently:

**9,732**

people over the age of 65 have received a recorded diagnosis of dementia;

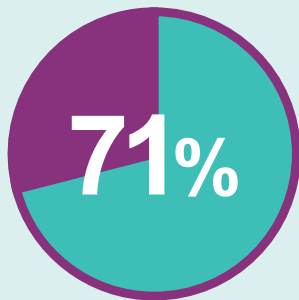
**13,808**

people over the age of 65 estimated to be living with dementia; and

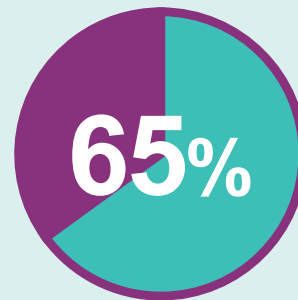
**45%**

of people have reported having a dementia care plan review in the last 12 months.

In addition:



NHS South West London ICS currently has a dementia diagnosis rate of 71%<sup>1</sup>; and



Across NHS South West London ICS approximately 65% of people die at their usual place of residence.

On a more local level, currently in Croydon borough there are<sup>2</sup>:

**2,692**

people over the age of 65 who have received a dementia diagnosis

**3,597**

people estimated to be living with dementia<sup>3</sup>

**5,471**

predicted number of people who will be living with dementia by 2030

**75%**

diagnosis rate

**51.7%**

of residents are from a BAME background, as described in the [Health and Care plan](#) for Croydon 2019

**21%**

As part of the NHS Personal Social Services Survey 2021/22, 21% of all carers who responded to the survey reported caring for a person living with dementia.

**21%**

In the same survey, 21% of respondents who had used social care in the last 12 months reported being either dissatisfied, very dissatisfied, or extremely dissatisfied with the services received.

**80%**

Over 80% had not accessed day centres or day activities in the last 12 months

1 Not everyone with dementia has a formal diagnosis. Since 2012, the NHS has been seeking to ensure that patients suffering from dementia are given a formal diagnosis so that they can receive appropriate care and support. The national target is for two thirds of people with dementia to be formally diagnosed. The Dementia 65+ estimated diagnosis rate indicator tracks this ambition by comparing the number of people thought to have dementia with the number of people diagnosed with dementia, aged 65 and over.

2 <https://fingertips.phe.org.uk/profile-group/mental-health/profile/dementia/data>

3 <https://digital.nhs.uk/data-and-information/publications/statistical/recorded-dementia-diagnoses>



## National Well Pathway for dementia

The national Well Pathway for dementia is recognised as the focus to support patients, carers and families on their journey and reduce variation in health and care services.

The Well Pathway for dementia concentrates on five themes

- **Preventing Well**
- **Diagnosing Well**
- **Living Well**
- **Supported Well**
- **Ending Life Well**

These themes have been used to set the priorities within the strategic objectives linking to the key objectives of the national dementia five year strategy. The aim is to provide a comprehensive framework to deliver better care and support from patients and carers from prevention through to end of life and bereavement care.

### Family & Friends

*“Simplify processes. Join up information. Help carers to get help. Stop people feeling isolated. Help GPs to see people in their own homes. Have one place to access info.”*

## National Strategy for Dementia

Dementia is a key priority for both NHS England and the Government. In February 2015 the Prime Minister launched his Challenge on dementia 2020, which set out to build on the achievements of the Prime Minister’s Challenge on dementia 2012-2015 (<https://www.england.nhs.uk/mental-health/dementia/>).

The guidance ‘Dementia: applying all our help’ (updated in February 2022) is a part of “All Our Help”, a resource to help health and care professionals in preventing ill Health and promoting wellbeing. It sets out the actions which can be taken in each stage of the dementia Pathway. The

strategic actions in the section have been aligned to the suggested actions as part of this guidance.

All Our Help: <https://www.gov.uk/government/publications/all-our-health-about-the-framework>

In May 2023, NHS England published the guidance 'Intercultural dementia care: A guide for health and care workers'. The aim of the guide is to help health and social care workers, to provide dementia care, which corresponds to the needs and wishes of people from a wide range of ethnic groups, especially minority ethnic groups.

(<https://www.england.nhs.uk/wp-content/uploads/2023/05/intercultural-dementia-care-guide.pdf>)

## What does the strategy mean for Croydon organisations?

The proposals co-produced within this document describe how we will:

- Work together.
- Further develop local services where possible.
- Enhance staff skills in dementia awareness and management.
- Measure the impact of the strategy on people with dementia and their carers.
- Update key stakeholders on the implementation of this strategy.







This high level strategy will be used to develop annual deliver plans where actions and action owners will be specified, with clear timelines and measures of success identified. A refreshed delivery plan each year will enable a collaborative approach across health and care and across sectors and build on the previous year to achieve the best possible outcomes within our budgeting constraints.

### Person living with dementia

*“For everyone to be nice and understanding. For staff everywhere to treat you with respect and understanding. I was a nurse and I treated people as individuals. Everyone with dementia needs to be treated as an individual not a group. People need to be active and need help to do this. It is difficult to stay active. I would like there to be more ways to do this.”*

It is vital that we assess whether this strategy is making a demonstrable difference to the experience of people living with dementia and their family and friends as well as carers. We know that to really meet the needs of the individual, it is important to listen to them. We will therefore involve people

living with dementia and their families in helping us achieve the aspirations set out in this strategy and will continue to re-visit our vision to ensure the voice of lived experience not only remains central to the strategy but helps to measure the impact of it.

Learning from our previous dementia strategy tells us that it is imperative we have systems in place for decision-making and accountability. The Croydon Dementia Steering Group and Croydon Dementia Action Alliance will be key groups to monitor the progress of this strategy, identify gaps and work together to help find solutions. To help achieve this, representatives have committed to continue to ‘Listen Well’ as we implement this strategy over the next three years. The groups will continue to meet regularly and hold the system to account for delivery of the work.

### Carer

*“Treat us like human being, don’t use unpaid labour to prop up services, older people with mental problems should be cared for properly and their families free to choose how to live their lives.”*

# Preventing Well

## What do we mean by the theme of Preventing Well?

Activity around prevention of ill health is not specific to dementia and includes messages around preventing cardiovascular disease, diabetes and other long term conditions. This provides an opportunity to look at the wider prevention strategy and to see what role awareness of dementia prevention could play as a driver for behaviour change in several areas of health awareness. By potentially influencing the population to:

- be more physically active
- eat healthily and maintain a healthy weight
- drink less alcohol
- stop smoking
- be socially active
- control diabetes and high blood pressure

there is the opportunity to improve outcomes in several health areas. It could be beneficial for professionals to provide support and advice on dementia risk reduction as part of their daily contact with individuals. 'Making Every Contact Count' is an opportunity public-facing workers during their contact with patients, service users or the public to support, encourage or enable them to consider health behaviour changes such as stopping smoking or improving their sense of wellbeing.

In 2017, the Lancet published "Prevention and management of dementia: a priority for public health" which identified 12 modifiable risk factors which could prevent or delay 40% of dementia cases (informatic shown in appendix F) ([https://www.thelancet.com/journals/lancet/article/PIIS0140-6736\(17\)31756-7/fulltext](https://www.thelancet.com/journals/lancet/article/PIIS0140-6736(17)31756-7/fulltext)).

## Dementia Friendly Communities and Preventing Well

Examples of practical actions:

- Incorporate messages around prevention into all activities where possible, including all communications, events, awareness talks, provision of information to ensure a wide reach across the borough.
- Encourage local authority and NHS partners to include relevant actions as part of their bespoke dementia friendly action plans, such as: including messages about prevention and dementia in their communications and campaigns and including dementia as part of NHS health checks.
- Establish strong partnerships with organisations across Croydon that work with people from minoritised communities who are at an increased risk of dementia.
- Seek awareness raising opportunities with younger people and with the wider Croydon community, to help increase the reach of prevention messages.

### What Croydon residents told us in 2022:

*"Very important for people to understand dementia in Alzheimer's is an illness but not contagious... public awareness of life and the best support for the carer/s and family."*

*"Information campaign. Encouraging local people to look out for people who may be alone and not managing."*

*"For there to be understanding of people with Alzheimer's, they can still give a lot to society. Places they can go and feel safe."*

## Strategic Plan: Preventing Well

Key Challenge / Opportunities	Year 1	Year 2+	What success will look like
<p>Address the 12 modifiable risk factors which could help prevent / delay dementia diagnosis:</p> <ol style="list-style-type: none"> <li>1) Less Education</li> <li>2) Hearing Loss</li> <li>3) Traumatic Brain Injury</li> <li>4) Hypertension</li> <li>5) Alcohol &gt;21 units per week</li> <li>6) Obesity</li> <li>7) Smoking</li> <li>8) Depression</li> <li>9) Social Isolation</li> <li>10) Physical Inactivity</li> <li>11) Air Pollution</li> <li>12) Diabetics</li> </ol>	<p>Explore including preventing dementia messages at both strategic and delivery levels in all commissioned programmes</p> <p>Understanding of how current services such as Livewell, Occupational Therapists etc. are helping to prevent dementia through their interactions</p> <p>Where possible, encourage the use of the lines like “what is good for the heart is good for the head” and “dementia is preventable” at each opportunity when other prevention work is discussed.</p> <p>Ensure risk factors for dementia are identified and treated adequately in middle age, especially for high risk groups (people from poorer socioeconomic groups, non-white people, people with severe mental illness, non-English speakers</p> <p>Investigate the possibility of Health and care professionals providing support and advice on dementia risk reduction as part of their daily contact with individuals</p>	<p>Explore having specialist community dementia champions who can liaise with community leaders and groups to raise awareness in face-to-face sessions that are sensitive to cultural needs.</p> <p>Investigate opportunities to promote the uptake of community-based interventions to support health and wellbeing and address social isolation and loneliness</p> <p>Where possible, encourage that any new/developed community locations are both age-friendly and dementia-friendly, to make healthier choices easier</p>	<p>Local commissioned programmes, where appropriate, include preventing dementia messages</p> <p>Increased awareness within the Croydon population as to the 12 risk factors for dementia</p> <p>Better informed front line workforce who are thinking about ways to discuss preventing dementia</p>
<p>Alignment between the dementia strategy and other Health &amp; Social Care strategic Plans</p>	<p>Encourage links between strategy development groups and the dementia Steering group to ensure alignment between strategic documents and future planning.</p>		<p>Coherence between the different Croydon strategic documentation with a clear joined up vision for dementia prevention and awareness of the risk factors</p>
<p>Raise awareness of dementia prevention within High Risk groups for early onset</p>	<p>Explore possible alignment between the dementia strategy and the Community Learning Disability Health Services strategies</p> <p>Embed the dementia strategy into the Ethnicity and Mental Health Improvement Project (EMHIP) including the mobile hub</p>	<p>Explore opportunities to raise the awareness of the risk factors associated with early onset dementia and uncontrolled vascular disease in those under 65</p>	<p>Coherence between the different Croydon strategic documentation with a clear joined up vision for dementia prevention and awareness of the risk factors</p>
<p>NHS Health checks for those aged between 40 – 74</p>	<p>When an NHS Health Check is taking place consider including information on how individuals can reduce their risk of dementia and, for those aged over 65, the signs and symptoms of dementia to look out for.</p>	<p>Investigate if the service could embed dementia risk reduction for all attending the NHS Health Check, making use of the range of resources available through the NHS Health Check website, which has links to associated leaflets, e-learning and online resources</p>	<p>NHS Health Checks including information on reducing the risk of dementia / signs and symptoms of dementia</p>

# Diagnosing Well

## What's included in the theme of Diagnosing Well?

Everyone with dementia should have their diagnosis delivered in a timely and compassionate way. The time between symptoms developing and receiving a formal diagnosis should be as short as possible.

Receiving a dementia diagnosis can be a life-changing experience. As there is no cure for dementia, a diagnosis is essential in supporting people to live well as it opens the door to emotional, legal and financial advice as well as practical care and support services to allow people to live well for longer.

At the time of writing the strategy (2023), Croydon has a dementia diagnosis rate of 74.1% which is above the England average diagnosis rate of 62.2% and above the national target of 67%.

## Dementia Friendly Communities and Diagnosing Well

Examples of practical actions:

- Prioritise building connections with community groups, including those who work at grass roots level, and organisations who are likely to engage with people pre-diagnosis, to increase awareness of dementia and what to do if concerned about potential signs and symptoms.
- Work alongside GPs to support them to become dementia Friendly Practices, such as: Dementia Friends sessions for non-clinical staff who work face to face with the public; connecting surgeries to examples of dementia Friendly Signage and the dementia Friendly Environments audit; support awareness raising of the benefits of a diagnosis, based on Alzheimer's Society research with people with lived experience; supporting GPs to explore other dementia Friendly actions through the sharing of existing good practice.

- Promote messages around living well with dementia throughout all communications to help reduce the fear and stigma around dementia and therefore encourage more people to access a timely diagnosis (for instance through the dementia Friends sessions).
- Build strong connections with organisations who work with minority ethnic groups to include information about dementia, diagnosis and living well.

## What Croydon residents told us in 2022:

Although Croydon is performing well with its diagnosis rate, engagement with people affected by dementia, health and social care professionals, providers and memory service colleagues have revealed the following challenges in making sure that people receive a timely and compassionate diagnosis:

- "Difficulty in getting the GP to consider dementia as a diagnosis and difficulty getting a referral to the memory service".
- "Difficulty in securing scans for diagnosis".
- "Slow diagnosis times and often had to chase for a diagnosis".
- "GPs more likely to focus on physical health needs rather than looking into possible dementia".
- Lack of follow up dementia checks after being diagnosed with a Mild cognitive impairment (MCI).

### Carer of person living with dementia

*"They diagnosed quickly but didn't take it very seriously, they acted like he wasn't very far along, but he was deteriorating quickly; his license was taken away and this was horrible for him. He had been having accidents and getting lost while driving for a while before his diagnosis."*

## Strategic Plan: Diagnosing Well

Key Challenge / Opportunities	Year 1	Year 2	Year 3+	What success will look like
Individuals attending General Practice (GP) with concerns around dementia symptoms	<p>Awareness raising of dementia symptoms with GPs (aligning with Preventing Well actions)</p> <p>Raise awareness in community settings for individuals to approach GPs if they think somebody's memory is becoming a problem</p>	Investigate other opportunities to raise awareness with those vulnerable individuals such as during fire service checks, hairdressing, housing visits, delivery services etc.	Explore involvement of agencies within ICN+ huddles to support integrated working	More individuals approaching general practice with dementia symptoms at an early stage
Opportunity to follow up after a Mild cognitive impairment diagnosis to look for possible dementia symptoms	Awareness raising with GPs around the benefits of proactive / early case finding for dementia diagnosis	Options for proactive case finding for dementia is considered including dementia screening for those newly registered with practices	Explore including dementia screening into clinics for long term conditions that are considered as risk factors for dementia	Potential reduction in late referral for dementia diagnosis
Waiting times for a dementia diagnosis with an average waiting time in 2022 of 118 days	Trajectory agreed to look to reduce the average waiting time from 118 to 42 days by end of year 1	Individuals are ideally not waiting more than 42 days from referral for a diagnosis		Better experience for individuals in receiving a diagnosis in a timely manner
Correct pathway for referrals into dementia diagnosis services	Awareness raising with GP and referrers pathways about who's going to benefit from diagnosis service and when other services may be more appropriate for the person's needs			Better experience for individuals accessing the most appropriate service first
Maintain the national dementia diagnosis target of 67%	Ensure there remains a focus on maintaining the national dementia diagnosis rate target			Croydon will be above the national dementia diagnosis target of 67% on the quarterly reporting
Increase the level of referrals from those in minority ethnic groups early in the course of their dementia	Guidance to GP practices around ethnicity data collection, including identifying additional resource requirements	Commitment to links between EMHIP mobile hub and dementia services to ensure that dementia services are fully culturally accessible		Increase in people accessing diagnostic services from the minority ethnic groups population
Understanding of the diagnosis path and which elements may be included	Communicate the diagnosis path to individuals effectively so that there is understanding of when tests/scans may/may not be required			Better understanding by individuals of the pathway to diagnosis with a reduction in anxiety around access to brain scans / testing

# Supporting Well

## What's included in the theme of Supporting Well?

Initial post-diagnostic support is vital to help people come to terms with their diagnosis and manage their condition. Given the variety of symptoms that people experience, post-diagnostic support is essential to facilitate access to the right services.

This period following on from diagnosis looks at a person's immediate support needs, up to approximately one year after diagnosis.

After receiving a diagnosis, we would expect to see the following information and support offered to a person with dementia:

- What their dementia subtype is and the changes to expect as the condition progresses;
- Which health and social care teams will be involved in their care and how to contact them;
- How dementia affects driving and the need to notify the Driver and Vehicle Licensing Agency of their diagnosis;
- Discussion on legal rights and responsibilities including the right to reasonable adjustments under the Equality Act 2010; and
- How to contact local support groups, online forums, national charities, financial and legal advice services, and advocacy services. Signposting and contact information including hours, how to

### Person with a dementia diagnosis

*"They just told me it's dementia. They didn't tell me any more than this. I had a form to fill in an assessment form from Croydon Council. I had to do some research myself on some cost issues."* -

## Dementia Friendly Communities and Supporting Well

Examples of practical actions:

- Through quarterly Croydon dementia Action Alliance meetings, provide a networking space for organisations to share information and knowledge with one another, as well as encouraging opportunities for partnership working.
- As part of communications with health and social care staff, increase awareness of the importance to access correct training.
- Connect staff of non health and social care organisations to information about dementia and dementia Friends sessions.

## What Croydon residents told us in 2022:

The experiences of people with a dementia diagnosis and carers in Croydon is inconsistent, with some people feeling satisfied with the level of information and support offered after diagnosis, but many are left feeling overwhelmed, abandoned, or unsure on what to do next and what help is available.

### Person with a dementia diagnosis

*"We had to find everything out by ourselves about help. I get financial entitlements, but I didn't get told about this or available support services. For financial help we had to go to a tribunal."*

## Strategic Plan: Supporting Well

Key Challenge / Opportunities	Year 1	Year 2	Year 3+	What success will look like
Dementia Training and awareness for health and social care professionals	Promote 'becoming a Dementia Friend' to local organisations	Explore providing online dementia awareness training for staff	Explore providing NHS- backed dementia training for Health and Social Care professional directly supporting people with dementia	A more informed workforce around dementia awareness and how to incorporate this into their work environment
Information at the point of diagnosis regarding available help and support options	Review current information (online and paper form) and update as required	Investigate creating a single source/one stop shop to provide information, links to advice and support services and areas such as financial support		Patients report feeling supported at point of diagnosis and know where to access information and support
Coordination of support upon diagnosis to help navigate the health and social care system	Explore Colocation of memory services with related dementia services	Explore the option that every person with a dementia diagnosis has an automatic referral to the dementia adviser service	Explore everyone with a dementia diagnosis having a named care coordinator from diagnosis to death	Patients and carers report feeling better supported as to the options available within the health and social care system during the course of their dementia pathway
Dementia Advice services providing in person sessions after diagnosis	Map unmet need for dementia adviser service to understand level of capacity required	Explore increasing capacity of the dementia adviser service to have at least one at each of the Integrated Community Networks (based on demand mapping)	Investigate options for a stepped up model of post diagnostic support to include different levels of support as needs change	Patients and carers report that they have been supported by the dementia adviser service, as required, after their diagnosis.  The capacity of the services are able to meet the demands of the rate of dementia diagnosis
Availability of post diagnostic support services	Map service capacity across dementia advisers and Age UK PICS to identify pathway challenges  Explore providing post-diagnostic information and education support in languages other than English, as well as in non-written resources, to reduce health disparities.	Investigate options for evidence based post-diagnostic support interventions which are appropriate to age, ethnicity, religion, gender and sexual orientation.  Looks at different options for the provision of transportation to services for people affected by dementia	Explore offering equitable access to non-pharmacological interventions, such as cognitive stimulation therapy	
Duplication in providing personal information to different health professionals	Promote the Universal Care Plan (UCP), shared care record to help join up the care pathway	Promote the use of the dementia template within the UCP (being developed in 2023)		The UCP is the shared care record of choice for clinicians across the pathway

# Living Well

## What's included in the theme of Living Well?

Living as well as possible with dementia is an aspiration for many people.

This section of the pathway looks at people with dementia living in safe and accepting communities.

It covers consistency of follow-up, care coordination and care plan reviews. It also looks at support for carers, assessment of need as someone's dementia progresses and the impact increasing care needs have on health and care services.

Carers in this section refer to anyone, including children and adults who looks after a family member, partner or friend who needs help because of their dementia. This includes those family members who may not formally call themselves a carer.

## Dementia Friendly Communities and Living Well

Examples of practical actions:

- Supporting organisations in the borough to pledge Dementia Friendly actions to enable their activities and premises to be more inclusive and accessible to people affected by dementia.
- Encouraging organisations to include activities that help people to stay mentally and physically active as part of their dementia Friendly action plan (where this is part of their remit).
- Promoting messages around "Living Well" in all communications and events within the community, such as through dementia Friends sessions, written communications, and events.
- Develop the reach of the Croydon dementia Action Alliance to include organisations such as community groups, faith groups, arts and culture, leisure, retail and other businesses to help improve the day to day experiences of living with dementia as they go about their daily lives.

- Build strong links with organisations that support people from minority ethnic groups to encourage them to be part of Croydon dementia Action Alliance, connect them to information about dementia (in different languages where possible), provide dementia awareness and support them to explore dementia Friendly actions.

## What Croydon residents told us in 2022:

During engagement with local people as part of the development of this strategy, people with a dementia diagnosis and carers of a person with a dementia diagnosis, have highlighted some of the following challenges in living well after diagnosis:

- Lack of awareness of what help is out there for people with and a diagnosis and for carers.
- No central place of information on help and support
- People are left to pay for their own modest modifications to make a house dementia friendly, such as grab rails etc.
- Difficult to book respite care and often this can only be done at very short notice so no long-term planning.
- Not enough community support to keep people in their own homes.
- Inconsistent follow-up from health professionals, including patchy provision of annual care reviews.
- Referral to the day centre support service is too slow and the service is too costly.
- Lack of diverse community support groups and a lack of carer specific support groups.

### Carer of person living with dementia

*"I've been offered groups, but I've not found that helpful. I've asked for respite care, but none has been forthcoming."*



## Strategic Plan: Living Well

Key Challenge / Opportunities	Year 1	Year 2	Year 3+	What success will look like
Dementia Friendly Borough status for Croydon	Ensure that we obtain the Dementia Friendly Borough Status Ensure key health and care services (e.g. GP, dentistry, social care, Live Well etc) achieve dementia Friendly status Explore how the work of the CDAA in raising dementia awareness could be highlighted		Review the pledges and status for the Dementia Friendly Borough status	Croydon continues to be recognised as a Dementia Friendly Borough The CDAA continues to meet and drive forward the dementia agenda
Follow up support to monitor if dementia symptoms and support needs have changed		Explore options for cognitive stimulation therapy or similarly structured group work for people with dementia to provide both support and social interaction	Explore providing an annual dementia review for all people diagnosed with dementia	Patients and carers report that they are supported through their dementia journey and are aware where to access support as their symptoms change
Recognising the progression of an individual's dementia journey and the different needs of carers throughout	Explore options for structured support for those in at high need at the time of diagnosis. Explore ways that services can effectively respond to crisis points in the individual's journey and provide the support needed	When commissioning interventions, where possible, try and ensure that they support the individual's journey, identifying requirements at possible crisis points	Explore conducting a pilot using a risk stratification tool at the time of diagnosis. Additional interventions are then offered according to need.	Carers report that they feel supported and aware of the services available to them Services recognise the importance of support to carers during the dementia pathway and can assess where there might be possible crisis points
Support for Carers of people living with dementia	Explore how we are providing information to carers both printed and digital Raise awareness with health and social care staff that people may not identify as a carer but could still need carer support	Explore how we might provide structured evidence based support for carers to manage their own health needs including their mental health		Carers report that they can access culturally appropriate support as required
Diverse support services for carers and people with a dementia diagnosis from a minority ethnic background	Where possible, ensure communications produced are personalised and jargon free, tailored, and accessible to diverse communities	Explore how Social Care services could consider future population trends to ensure that language, communication, and cultural needs are met		Dementia Day Centres are operating to an efficient model with appropriate referral pathways in place
Dementia Day Centres operating efficiently to meet the needs of the Croydon population	Investigate the referral pathways to see if there are options for greater efficiency		Investigate expanding the day centre service to include some possible weekend services	The UCP is the shared care record of choice for clinicians across the pathway
Hospital admission for a mental health related crisis point	Map where there might be points for people to recognise signs of deterioration (timely support to access early help could possibly avoid admission)	Ensure use of the UCP within the Trust to update details on information and treatment during a hospital stay		
Hospital admission for a physical health issue	Explore if the Admission Pathway could formally consider impact of dementia during a physical health hospital admission	Where appropriate, individuals who are admitted are referred to the Trust Dementia Lead to assist them through the journey until they are discharged		Carers report that they feel supported and aware of the respite services available to them
Availability of appropriate respite services for both emergency and long-term services	Check process for carers to understand options for respite care services including timescales from referral		Investigate options for a simplified way to book overnight and day respite care from recommended local care services	
Support for independent living within own home is considering as well as options for entering formal care settings	Where appropriate, check if Housing Plans consider the needs of people living with dementia in Croydon	Explore the options for dementia grants to provide timely house adaptations including living aids and assistive technology to enable people to remain in their own home		Where patients wish to remain within their own home, they are supported to be able to live independently
Staying physically and mentally active following a dementia diagnosis	Promote health messages to support the physical, mental, and oral health of people living with dementia and their carers Provide information for people living with dementia to choose from a range of activities tailored to their preferences to promote wellbeing	Explore how we commission support services for people living with dementia to choose from a range of activities tailored to their preferences to promote wellbeing		Patients and carers report that they are aware of the activities available locally to help them stay physically and mentally active The capacity of the services are able to meet the demands of the rate of dementia diagnosis

# Ending Life Well

## What's included in the theme of Ending Life Well?

Everyone diagnosed with dementia will have the condition at the end of their life. People living with dementia should die with dignity in the place of their choosing.

This part of the dementia pathway looks at the care people receive at the end of life, including access to palliative care and advance decisions. It also looks at where people with dementia are dying, which is a frequently used quality marker.

## Dementia Friendly Communities and Ending Life Well

Examples of practical actions:

- Planning for the end of life is important for anyone who has a life-limiting condition. For a person with dementia, it's important to try and have these conversations early, while it's still possible to make shared decisions.
- Having an up-to-date care plan for the person. This plan should include end of life plans and should be shared with those involved in the person's care.
- The person's spiritual needs, practices and traditions will be individual to them. These needs should be addressed and respected as much as the medical aspects of care. Personal or religious objects, symbols or rituals (including prayer or readings) may provide comfort, both for the person and those close to them. These could also include music, pictures, smells or tastes.
- Palliative care may be offered, especially in the later stages of dementia.

## What Croydon residents told us in 2022:

What have people affected by dementia told us?

Some of the challenges highlighted by people living with dementia about end-of-life care are as follows:

- Lack of awareness about the need for advance care planning;
- People were not sure who to talk to about end-of-life care;
- Concerns over appropriateness of end-of-life care services for people who may not speak English or have reverted to their primary language through the course of their dementia; and
- Worries over whether care homes and home care services are appropriate for someone with dementia and if they are dementia friendly.

### Carer of person living with dementia

*"I heard about a carers support group but didn't access it. I didn't know there was anything else."*

## Our Strategic Plan: Ending Life Well

Key Challenge / Opportunities	Year 1	Year 2	Year 3+	What success will look like
Provide dementia appropriate palliative care services		Where accreditation is available, consider if commissioned services could meet the National Gold Standards Framework for end-of-life care		Palliative Care Services are provided which are sensitive to the needs of people with dementia
Effective advance care planning to realise the benefits of early planning	Explore how conversations around end-of-life decisions are made during post diagnosis support when the individual can express their wishes and have the capacity to make decisions	Promote the use of the UCP to record advance care plan and including end-of-life planning		Individuals with dementia and carers better informed during post diagnosis support to be able to plan effectively for end-of-life
Support for family and carers around end of life planning	Investigate how we could prepare carers and families for what end-of-life may look like and how to access support			Families and carers report they are better informed about what end-of-life may look like
Recognition of dementia as a terminal condition		Undertake a review of the management of mental capacity and access to palliative care in care homes, including training needs	Explore options for training for other chronic and terminal illness services around dementia awareness	Services are provided which are sensitive to the needs of people with dementia



# What to expect in the first 18 months

**Aug  
2023**

Draft development plan for the implementation of the Croydon Dementia Strategy

**Oct  
2023**

Publish Croydon Dementia Strategy

**Aug  
2024**

Review progress of development plan and update documentation if required

**Dec  
2024**

Repeat Health Watch survey to test progress of strategy against desired measures of success

# Appendices

## Appendix A: Current dementia support and services in Croydon

**Memory Tree Cafes:** Currently running in 2 locations across Croydon and are focused on providing a safe space for stimulating activities in a friendly and understanding environment.

A separate Age UK Croydon healthier lifestyles service focuses on physical health promotion and exercise to older people in care homes, and some community work in Croydon which is beneficial in living well with dementia and preventing or delaying certain aspects of the disease.

**dementia Advisor Service:** The dementia Advisor (DA) provides a one-to-one service for people affected by dementia from the point of diagnosis. They provide information, support and signposting for people in all matters related to their dementia and their journey with the dementia.

A dementia Advisor will usually visit the clients in their own home although occasionally a family member/carer may request a meeting away from the home, so that they may talk more freely about their situation.

**Alzheimer's Society Singing for the Brain group:** The Alzheimer's Society provides one 2 hour 'Singing for the Brain' session per week in Croydon for people affected by dementia.

**Day Services for People Affected by dementia:** Day services for individuals with dementia to reduce social isolation, increase engagement and enhance wellbeing. In addition to support carers via day respite. Support, and sign posting and advocacy for those with dementia and their carers. dementia Friends training for carers. This council-funded service operates out of two sites within the borough of Croydon and is means tested, requiring referrals to go through a financial assessment to become eligible to attend.

### **Croydon Care Home Intervention Team (CCHIT):**

The intervention team is a multi-professional team who work with people aged 65 and above living in residential or nursing care homes in Croydon and are displaying behaviours that staff find difficult to manage.

The team also works with people under the age of 65 with a confirmed diagnosis of dementia living in residential or nursing care homes in Croydon, and specialises in understanding the behavioural and psychological symptoms of dementia, providing intervention and support to residents, their families and care home staff to better understand the person's behaviour and any unmet needs.

### **Age UK Croydon (AUKC) Personal**

**Independence Coordinator (PIC) Service:** This service works with older people (aged over 50) to help them identify their own personal goals so they can retain and regain their independence. The team often works with people who have a complex range of support needs or who are frail or vulnerable, and also works with people who have long-term or multiple health and social issues. The aim is to help people become better informed about how to manage their own health and to help them live independently for longer, as well as to help minimise any unplanned hospital visits.

**Carers Information Service:** The Carers Information Service provides information, advice and support to carers in Croydon who are looking after someone who needs their help due to illness, disability or older age.

## Appendix B: Croydon dementia Action Alliance Group Members

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A Place to Be drop in

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Age UK Croydon

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Alzheimer's Society

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Asian Resource Centre

---

BME Forum

---

Carer representatives

---

Carers Information Service

---

Croydon BID

---

Croydon Communities Consortium

---

Croydon Council

---

Croydon Neighbourhood Care Association

---

Croydon University Hospital

---

Croydon Voluntary Action

---

David Lean Cinema

---

Fairhand Visiting Physiotherapists

---

Healthwatch Croydon

---

Home Instead Croydon

---

Integrated Care Board (Croydon Place)

---

London Mozart Players

---

Methodist Homes Association

---

Museum of Croydon

---

Pension Protection Fund

---

Printwell

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Purley Bid

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Right at Home

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SLaM

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The Met Police

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Thornton Heath Leisure Centre

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United St Saviours

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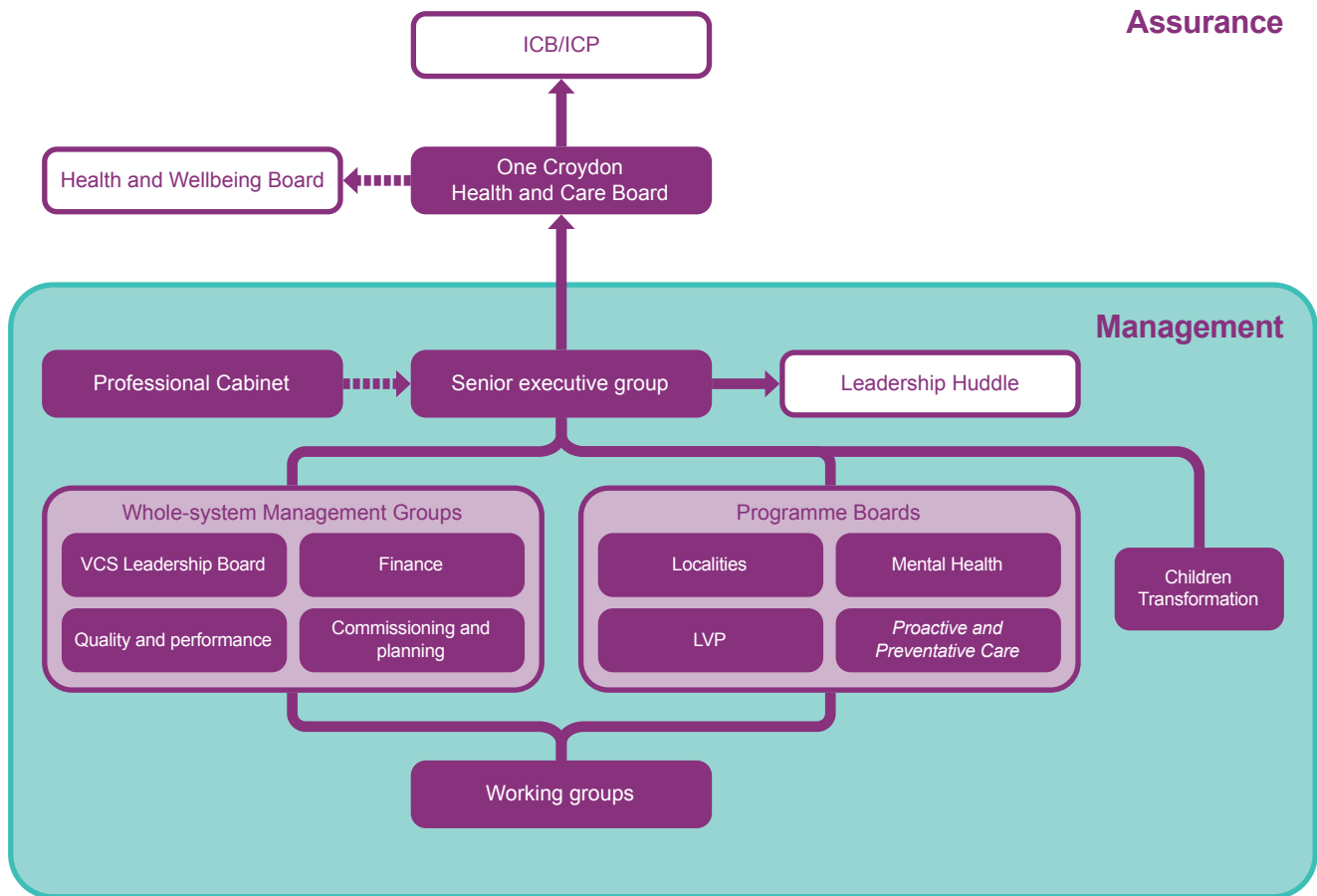
Woodside Baptist Church

## Appendix C: Croydon dementia Steering Group Membership (August 2023)

### Core Members

Representative	Job title, Organisation
<b>Cllr Yvette Hopley</b>	Cabinet Member Adult Social Care and Health
<b>Cllr Margaret Bird</b>	Deputy Cabinet Member Adult Social Care and Health
<b>Cllr Janet Campbell</b>	Shadow Cabinet Member Adult Social Care and Health
<b>Richard Eyre</b>	Head of Improvement, Adult Social Care & Health Directorate, Croydon Council
<b>Claire Fletcher</b>	Strategic Commissioning Manager (Older People and Carers), Croydon Council
<b>Sasha Lindsay</b>	Older Adults Commissioning Manager, Croydon Council
<b>Denise Malcolm</b>	Senior Communications Officer, Croydon Council
<b>Sean Olivier</b>	Head of Service for Older Adults Social Care, Croydon Council
<b>Ami Patel</b>	Senior Commissioning and Contract Officer (Older People and Carers), Croydon Council
<b>Dr Jack Bedeman</b>	Consultant in Public Health, Croydon Council
<b>Tracy Dumbarton</b>	Mental Health Transformation Programme Manager (Croydon), SWL ICB
<b>Wayland Lousley (Chair)</b>	Head of Mental Health Commissioning (Croydon), SWL ICB
<b>Dr Emily Symington</b>	Croydon GP, Clinical Lead for dementia for SWL ICB
<b>Olu Odukale</b>	Transformation Programme Manager for community care in Croydon (responsible for care homes), SWL ICB
<b>Rosalyn Tuerk</b>	Older Adult Community Services Lead, SLAM
<b>Sharling Bovell</b>	Lead Nurse for dementia Care, Croydon University Hospital
<b>Andrew Brown</b>	CEO, Croydon BME Forum
<b>Shelly Bardouille</b>	BME Mental Health Community Development Worker (Older Adults), Croydon BME Forum
<b>Ima Miah</b>	CEO, Asian Resource Centre, Croydon
<b>Sue McVicker</b>	CEO, Croydon Neighbourhood Care Association
<b>Abeline Greene</b>	PIC Service Manager Age UK Croydon
<b>Rebecca Stebbings</b>	Healthier Lifestyle Service Manager, Age UK Croydon (includes Memory Tree Café)
<b>Susan Underhill</b>	Programmes Director, Age UK Croydon
<b>Luke Symonds</b>	Regional Public Affairs and Campaign Officer, Alzheimer's Society
<b>Melanie Cressey</b>	Dementia Friendly Communities Coordinator – Southwark and Croydon, Alzheimer's Society
<b>James Whynacht</b>	NE Yorkshire Regional Public Affairs and Campaign Officer, Alzheimer's Society
<b>Pat Knight</b>	Person with Lived Experience, Croydon
<b>Daisy Anderson</b>	Person with Lived Experience, Croydon

## Appendix D: Croydon Governance Structure



### \*Senior Executive Group

The Council's Corporate Director Adult Social Services (DASS) is a member of the Senior executive Group (SEG). Relevant papers go to the DASS's Adult Social Care and Health Directorate Management Team (DMT) meeting prior to SEG to enable Council governance mechanisms, in particular briefings to the Council Corporate Management Team (CMT), briefing the Directorate Cabinet Member and the Executive Mayor.



## Appendix E: Recommendations taken from Health Watch survey report

### Communications and information

- Better information needed on legal and financial entitlements and improved communication on support services and after diagnosis.
- Greater awareness or access to GP follow up appointments, advanced care planning and dementia and care need assessments.

### Diagnosis, care planning and reassessments

- Improve the time it takes to see a specialist Issues around diagnosis. Increased carers support • Discuss more about support and care needs with carers.
- Improve the awareness and communication of carers support and information services.
- Find ways to increase confidence of patient and carers to manage the condition.

### Understanding needs and preferences

- Coproduce services to understand needs and preferences and align services accordingly.
- Understand concerns about care homes and sheltered accommodation, particularly around their understanding about dementia, quality of service, staff training, a person-centred approach with residents, access and support with finances.

### Hospitals

- Design a dedicated pathway if going into hospital ensuring they have the specialist support they need with these issues considered.

### Ensure carers can be easily identified as advocates

- Make sure patients are discharged with the right support is also an important priority.

### Suggested improvements from residents

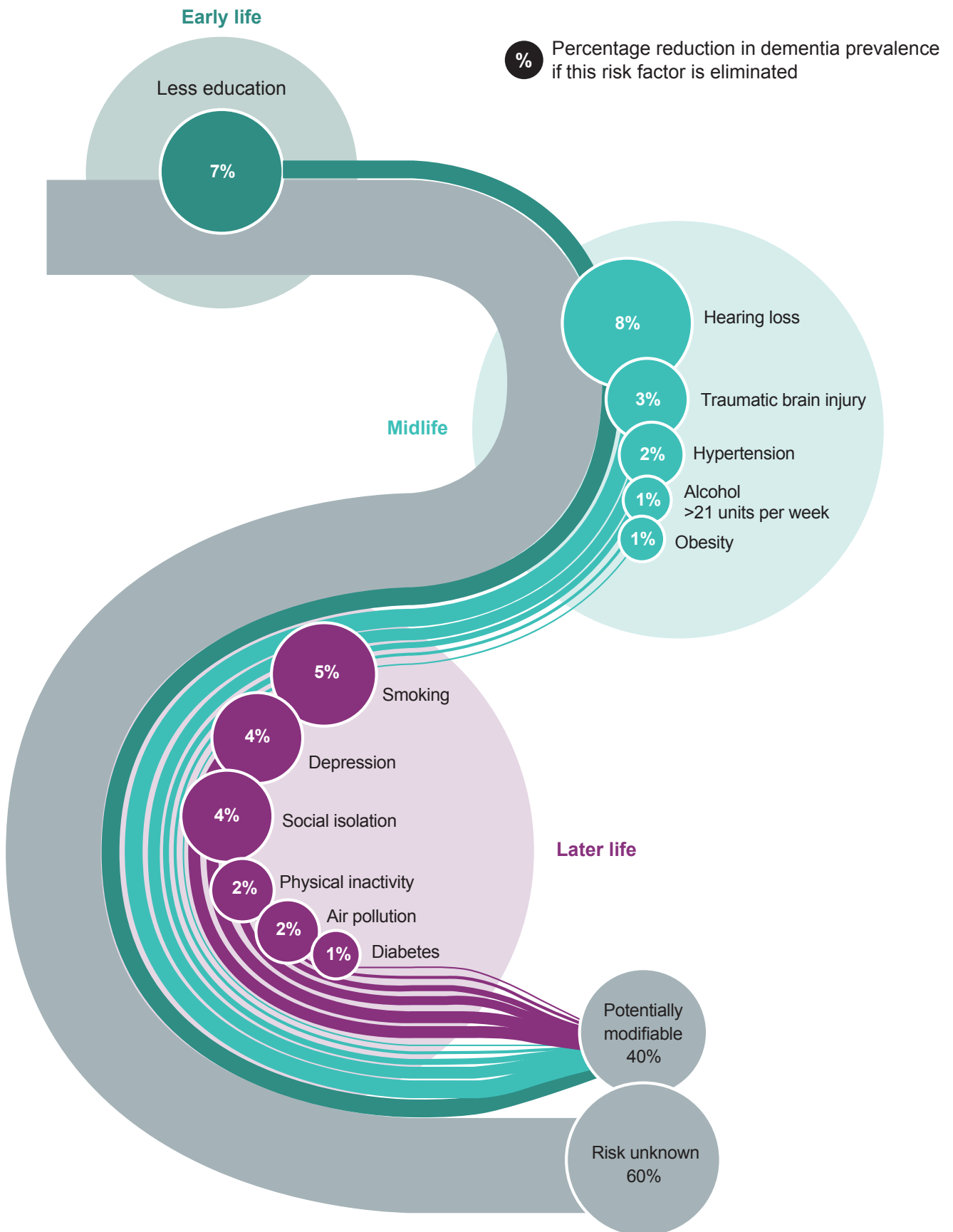
- More support, quality of care, information and wayfinding.

### What makes Croydon dementia friendly

- Ensure effective support and increase awareness.

Link to full report: <https://www.healthwatchcroydon.co.uk/wp-content/uploads/2023/06/Dementia-Services-Pathway-Experience-in-Croydon-Final-report-June-2023.pdf>

**Appendix F: Figure from the 2020 Lancet report showing potentially modifiable risk factors for dementia that could affect people over the course of their lifetime**







One  
Croydon

Your Health and Care partnership

## Equality Analysis

### 2. Proposed change

<b>Directorate</b>	<b>Council and Health System Partners</b>
<b>Title of proposed change</b>	<b>Croydon Dementia Strategic Plan</b>
<b>Name of Officer carrying out Equality Analysis</b>	<b>Richard Eyre</b>

#### 2.1 Purpose of proposed change

##### SUMMARY

The Croydon Dementia Strategic Plan for Croydon has been reviewed and further developed in light of the myriad of strategies that impact on the wellbeing and independence of people with dementia. It was an ideal opportunity to a single Croydon wide approach, with a clear focus on tackling inequality and making sure no-one is left behind. This is especially important given the disproportionate impact the Covid-19 pandemic has had on those people with dementia and their carers, as identified in the report titled 'Worst Hit' produced by the Alzheimer's Society in 2021.

The strategic plan provides clarity to our residents, carers, workforce, providers and partners, on the core dementia care offer and services provided by statutory and non-statutory partners in the borough and should be read alongside other key strategic plans including the Mayor's Business Plan, Adult Social Care and Health Strategy and the Croydon Health and Care Plan.

The key objectives and actions of the strategy will be supported through development of full business cases evidenced and approved actions, and with decisions supported where necessary by equality impact assessments.

The primary objectives of the strategic plan are to improve awareness of dementia prevention and provide transformation to services within the available budget and to meet legislative statutory requirements.

Delivery of the actions within the strategic plan will be owned by the Croydon Mental Health Programme Board, which reports to the Senior Executive Group and ultimately into the Croydon Health and Care Board co-chaired by the Executive Mayor of Croydon and the Place Based Lead for Health. Review of potential changes as business cases for change will be received by the Programme Board. Business cases will need to have detailed equality impact assessments to support decision making / recommendations.

## Equality Analysis

### CONSULTATION

There has been significant and continuous consultation on development of the strategic plan. This is explained in further detail below.

#### **The Croydon Dementia Action Alliance**

The Croydon Dementia Action Alliance is the vehicle through which local organisations, business, groups, and individuals across multiple sectors are committed to enabling people with dementia and carers to live well by taking action to contribute to a more dementia friendly borough. The work is facilitated by a Communities Coordinator employed by Alzheimer's Society, and the aim is that all organisations who are a part of the Croydon Dementia Action Alliance play a proactive role in making the borough more dementia friendly, both as individual members and collaboratively as an alliance.

There are a wide variety of organisations represented within the Alliance, including from those from the voluntary sector, community groups, retail and business, faith groups, the arts, culture and leisure sector and health and social care. This enables a borough wide response to dementia, including work with organisations representing black and minority ethnic communities such as the Croydon BME Forum and the Asian Resource Centre. A list of organisations who play an active role in the Croydon Dementia Action Alliance can be found in the appendix B of the Strategic Plan.

The Croydon Dementia Action Alliance plays a practical role in promoting all aspects of the Croydon Dementia Strategy, from Preventing Well to End of Life Care, as outlined through the course of this strategy.

Ultimately this impact assessment can only be seen as an overarching view on the purpose and vision of the strategic plan. There is however a commitment from all system partners to initiate full impact assessments on all relevant areas of the action plan, and to ensure the analysis informs decisions taken on changes to existing services, or in the development of new service models.

#### **The Croydon Dementia Steering Group**

The Croydon Dementia Steering Group brings together senior representatives from both commissioning and provider organisations to develop and drive the strategic work around dementia. The Steering Group also oversees the work the Croydon Dementia Action Alliance including

## Equality Analysis

supporting the work of the Communities Coordinator. The Group involves people with dementia and their carers in its meetings and work programmes.

Active members of the Croydon Dementia Steering Group can be found in Appendix C of the strategic plan.

### **Development of the Croydon Strategic Plan**

The strategic plan has been developed by the Alzheimer's Society, in collaboration with members of the Croydon Dementia Strategy Steering Group and Croydon Dementia Action Alliance.

In the development, the views and experiences of people affected by dementia in Croydon have been sought through face-to-face conversations, online surveys, and focus groups.

Healthwatch Croydon conducted three surveys to see:

- How people affected by dementia experienced receiving a dementia diagnosis;
- Whether they feel supported to manage their dementia;
- How they have experienced services within Croydon; and
- What they feel could be improved to make Croydon a good place to live with dementia.

From these surveys, and further engagement work with people affected by dementia, we heard from over 75 who have received a dementia diagnosis, are an informal carer for someone living with dementia, or are a family member/friend of someone living with dementia.

A summary of the findings can be found in appendix E of the Strategic Plan.

**21.06.23 (text above edited by R Eyre, Head of Improvement, Croydon Council)**

## Equality Analysis

### 3. Impact of the proposed change

#### 3.1 Deciding whether the potential impact is positive or negative

Table 1 – Positive/Negative impact

Protected characteristic group(s)	Positive impact	Negative impact	Source of evidence
Age	<p>Yes – the strategic plan will provide clarity to our residents, carers, workforce, providers and partners, on the core dementia offer and services provided by statutory and non-statutory partners in the borough.</p> <p>The highest risk factor for Dementia is age, predominantly affecting 5% of people aged 65 years and over and 20% of those aged over 80 years.</p> <p>Dementia however is not an inevitable part of ageing. Not everyone who is old has Dementia and not everyone who has Dementia is old.</p> <p>In Croydon there are an estimated 3,597 of people living with dementia; of which 2,692 people over the age of 65 who have received a dementia diagnosis.</p>	None specifically identified.	<b>Croydon Dementia Strategic Plan.</b>



## Equality Analysis

Disability	<p>Yes – the strategic plan will provide clarity to our residents, carers, workforce, providers and partners, on the core dementia offer and services provided by statutory and non-statutory partners in the borough.</p> <p>The figures quoted above are significantly higher for people with a learning disability (around twice as high) and greater still for people with Down’s syndrome and from an earlier age (e.g. 1/10 people in their 40’s and over half of those above 60 years of age).</p>	None specifically identified.	<b>Croydon Dementia Strategic Plan.</b>
Gender	<p>Yes – the strategic plan will provide clarity to our residents, carers, workforce, providers and partners, on the core dementia offer and services provided by statutory and non-statutory partners in the borough.</p> <p>Research highlights that women have a greater risk of developing dementia during their lifetime. The main reason for this greater risk is because women live longer than men and old age is the biggest risk factor for this disease.</p>	None specifically identified.	
Gender Reassignment	None specifically identified.	None specifically identified.	
Marriage or Civil Partnership	None specifically identified.	None specifically identified.	
Religion or belief	None specifically identified.	None specifically identified.	

## Equality Analysis

Race	<p>Yes – the strategic plan will provide clarity to our residents, carers, workforce, providers and partners, on the core dementia offer and services provided by statutory and non-statutory partners in the borough.</p> <p>As described in the Health and Care plan for Croydon 2019, <b>51.7%</b> of residents are from a BAME background.</p> <p>The strategic plan aims to: Build strong links with organisations that support people from black and minority ethnic groups to encourage them to be part of Croydon Dementia Action Alliance, connect them to information about dementia (in different languages where possible), provide dementia awareness and support them to explore dementia friendly actions.</p>		<p><b>Croydon Health and Care Plan.</b></p> <p><b>Croydon Dementia Strategic Plan.</b></p>
Sexual Orientation	None specifically identified.	None specifically identified.	
Pregnancy or Maternity	None specifically identified.	None specifically identified.	

### 3.2 Additional information needed to determine impact of proposed change

**Table 2 – Additional information needed to determine impact of proposed change**

If you need to undertake further research and data gathering to help determine the likely impact of the proposed change, outline the information needed in this table. Please use the table below to describe any consultation with stakeholders and summarise how it has influenced the proposed change. Please attach evidence or provide link to appropriate data or reports.

## Equality Analysis

Additional information needed and or Consultation Findings	Information source	Date for completion
None required at present.	None required at present.	None required at present.

### 3.3 Impact scores

Table 4 – Equality Impact Score

<b>Severity of Impact</b>	3	3	6	9
	2	2	4	6
	1	1	2	3
		1	2	3
	<b>Likelihood of Impact</b>			
Risk Index	Risk Magnitude			
6 – 9	High			
3 – 5	Medium			
1 – 3	Low			

Table 3 – Impact scores

Column 1 PROTECTED GROUP	Column 2 LIKELIHOOD OF IMPACT SCORE	Column 3 SEVERITY OF IMPACT SCORE	Column 4 EQUALITY IMPACT SCORE
Age	3	1	3
Disability	3	1	3
Gender	3	1	3
Gender reassignment	1	1	1
Marriage / Civil Partnership	1	1	1
Race	3	1	3
Religion or belief	1	1	1
Sexual Orientation	1	1	1
Pregnancy or Maternity	1	1	1

## Equality Analysis

### 4. Statutory duties

#### 4.1 Public Sector Duties

Tick the relevant box(es) to indicate whether the proposed change will adversely impact the Council's ability to meet any of the Public Sector Duties in the Equality Act 2010 set out below.

Public Sector Duties	Adverse impact	Non-adverse impact
Advancing equality of opportunity between people who belong to protected groups	-	X
Eliminating unlawful discrimination, harassment and victimisation	-	X
Fostering good relations between people who belong to protected characteristic groups	-	X

### 5. Action Plan to mitigate negative impacts of proposed change

Table 4 – Action Plan to mitigate negative impacts

Complete this table to show any negative impacts identified for service users and/or staff from protected groups, and planned actions mitigate them.				
Protected characteristic	Negative impact	Mitigating action(s)	Action owner	Date for completion
Age	None specifically identified.	Delivery of the actions within the Strategic Plan will be owned by the Croydon Mental Health Programme Board, which reports to the Senior Executive Group and ultimately into the Croydon Health and Care Board c-chaired by the Executive Mayor of	<b>Croydon Mental Health Programme Board</b>	Review potential changes as business cases for change are received at the Board as and when required.
Disability	None specifically identified.			
Race	None specifically identified.			
Sex (gender)	None specifically identified.			

## Equality Analysis

		Croydon and the Place Based Lead for Health. Review of potential changes as business cases for change will be received at the Programme Board. Business cases will need to have detailed equality impact assessments to support decision making / recommendations.		
Gender reassignment	None specifically identified.	<b>N/A</b>		
Sexual orientation	None specifically identified.	<b>N/A</b>		
Religion or belief	None specifically identified.	<b>N/A</b>		
Pregnancy or maternity	None specifically identified.	<b>N/A</b>		
Marriage/civil partnership	None specifically identified.	<b>N/A</b>		

## Equality Analysis

### 6. Decision on the proposed change

Based on the information outlined in this Equality Analysis enter <b>X</b> in column 3 ( <b>Conclusion</b> ) alongside the relevant statement to show your conclusion.		
Decision	Definition	Conclusion - Mark 'X' below
No major change	<p>Our analysis demonstrates that the policy is robust. The evidence shows no potential for discrimination and we have taken all opportunities to advance equality and foster good relations, subject to continuing monitoring and review.</p> <p><b>REASON:</b> Delivery of the actions within the Strategic Plan will be owned by the Croydon Mental Health Programme Board, which reports to the Senior Executive Group and ultimately into the Croydon Health and Care Board c-chaired by the Executive Mayor of Croydon and the Place Based Lead for Health. Review of potential changes as business cases for change will be received at the Programme Board. Business cases will need to have detailed equality impact assessments to support decision making / recommendations.</p>	X
Adjust the proposed change	<p>We will take steps to lessen the impact of the proposed change should it adversely impact the Council's ability to meet any of the Public Sector Duties set out under section 4 above, remove barriers or better promote equality. We are going to take action to ensure these opportunities are realised. <b>If you reach this conclusion, you must outline the actions you will take in Action Plan in section 5 of the Equality Analysis form</b></p>	
Continue the proposed change	<p>We will adopt or continue with the change, despite potential for adverse impact or opportunities to lessen the impact of discrimination, harassment or victimisation and better advance equality and foster good relations between groups through the change. However, we are not planning to implement them as we are satisfied that our project will not lead to unlawful discrimination and there are justifiable reasons to continue as planned. <b>If you reach this conclusion, you should clearly set out the justifications for doing this and it must be in line with the duty to have due regard and how you reached this decision.</b></p>	
Stop or amend the proposed change	<p>Our change would have adverse effects on one or more protected groups that are not justified and cannot be mitigated. Our proposed change must be stopped or amended.</p>	
<b>Will this decision be considered at a scheduled meeting?</b> Cabinet		<b>Meeting title:</b> Cabinet > <b>Date:</b> 23 September 2023

## Equality Analysis

### 7. Sign-Off

<b>Officers that must approve this decision</b>	
<b>Equalities Lead</b>	<b>Name:</b> Denise McCausland <b>Date:</b> <b>Position:</b> Equalities manager
<b>Council Corporate Director</b>	<b>Name:</b> Annette McPartland <b>Date:</b> <b>Position:</b> Corporate Director of Adult Social Care
<b>South West London Integrated Care System Director / Lead</b>	<b>Name:</b> Hilary Williams <b>Date:</b> <b>Position:</b> Interim Director of Transformation and Commissioning

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## Croydon Dementia Strategy

### Action Plan – Year 1

Theme	Milestones	Owner(s)	Completion Date	Update	RAG RATED
<b>Dementia Awareness Raising</b>	Map out planned public health campaigns where we could include messages about dementia	Public Health	Dec 23		
	Local strategy and workstreams are aware of the dementia strategy and the importance of awareness raising e.g. carer's strategy, older adults, care homes work	SWL ICB LBC CHS SLAM	Oct 23		
	Information provided to local services around 12 risk factors for dementia	SWL ICB	Mar 24		
	Business case developed for a 24/25 public facing campaign around dementia risk factors	Public Health	Dec 23		
	Local voluntary sector to include awareness of dementia risks in local service delivery	SWL ICB Local Vol Sector	Dec 23		
	Investigate if the NHS Health Check would be able to include promoting the risk signs for dementia	LBC	Dec 23		
<b>Communication &amp; Information</b>	Written report on the information & communication provided at each stage of the dementia pathway	SWL ICB	Feb 24		
	Work with carers and people with lived experience as to what information would be most useful during the dementia pathway	SWL ICB LBC	Jan 24		
	Options paper to promote the Universal Care Plan between primary and secondary services to help join up the pathway	SWL ICB	Mar 24		

	Promote 'becoming a Dementia Friend' to local organisations	Dementia Action alliance	Mar 24		
<b>Service Capacity Mapping &amp; Future Requirements</b>	Monitor the trajectory to reduce the average waiting time from 118 to 42 days	Older Adults SLAM (SWL ICB)	Mar 24		
	Map unmet need for dementia adviser service to understand level of capacity required	SWL ICB/Alzheimer's	Dec 23		
	Investigate the referral pathways for dementia day centres to see if there are options for greater efficiency	LBC	Dec 23		
	Map the dementia pathway, highlighting potential crisis points for carers/patients and options for support / links to current services	SWL ICB	Mar 24		
<b>Reducing Health Inequalities in Dementia Services</b>	Embed the dementia strategy into the Ethnicity and Mental Health Improvement Project (EMHIP) including the mobile hub	SWL ICB EMHIP	Oct 23		
	Investigate current communications to check on use of jargon, cultural references, and tailored support	SWL ICB	Jan 24		
	Presentation to GPs around use of local resources to increase the referrals from minority ethnic groups	SWL ICB	Mar 24		
	Business Case on options for providing post diagnostic support and education in languages other than English including verbal and written support	SLAM	Jan 24		



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## LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	<b>CABINET</b>
<b>DATE OF DECISION</b>	<b>October 2023</b>
<b>REPORT TITLE:</b>	<b>Recovery of Council Tax - Council Tax Support Claimants</b>
<b>CORPORATE DIRECTOR / DIRECTOR:</b>	<b>Allister Bannin,</b> Director of Finance
<b>LEAD OFFICER:</b>	<b>Catherine Black,</b> Head of Payments, Revenues, Benefits and Debt <b>Email: catherine.black@croydon.gov.uk Telephone: 27193</b>
<b>LEAD MEMBER:</b>	<b>Councillor Jason Cummings, Cabinet Member for Finance</b>
<b>KEY DECISION</b>	<b>No</b>
<b>CONTAINS EXEMPT INFORMATION?</b>	<b>No</b>

### 1 SUMMARY OF REPORT

- 1.1 This report details the historic reasons why recovery of council tax for residents in receipt of council tax support has ceased.
- 1.2 This report shows the options available to the council for collection of unpaid council tax, the recovery process that residents who do not pay would face, and how the council aims to reduce debt in the borough using the methods of recovery available.

### 2 RECOMMENDATIONS

For the reasons set out in the report the Executive Mayor in Cabinet is recommended:

- 2.1 To agree to reinstate the council tax recovery process for residents in receipt of council tax support.

### 3 REASONS FOR RECOMMENDATIONS

- 3.1** There as a legacy decision which stated that residents in receipt of council tax support were not prompted for payments when they fail to pay their council tax. This can mean that residents are falling further into debt and the council is not doing everything within its power to support residents to break the cycle of indebtedness. Without an active recovery process in place residents are not being supported to pay their council tax and they are going to face unmanageable levels of debt that could otherwise be avoided.
- 3.2** The council has many schemes and offers available to residents to support the vulnerable few that cannot afford to pay their council tax. The council tax support scheme can provide up to 100% reduction to resident's council tax, the council tax hardship scheme is available to all residents to help reduce the 2023/24 council tax where the 14.99% increase in this year is unmanageable for low-income households.
- 3.3** These are a few ways that residents can receive a discount or reduction on their council tax and more help and details are available via the council's website, or from our council tax officers over the phone.
- 3.4** Because of changing the council tax support scheme to an income banded scheme, in April 2022 the Council decided to continue to not actively seek recovery of council tax for residents who are in receipt of council tax support. Further exacerbating the potential for residents to unknowingly fall into debt that could become unmanageable. Given the current financial state of the council and the levels of budget deficits it is facing, this option is now not financially viable. The council must do everything within its power to collect as much council tax as possible to become a financially sustainable council in the future.
- 3.5** The council should also support residents to break any cycle of debt they are facing sooner rather than later, and we should not knowingly allow debt to increase. The council will do all it can to support residents to pay their council tax contribution after any reductions or discounts have been applied, for example after council tax support has been awarded a resident may still have a portion of council tax to pay, it is this element of council tax is what we are supporting residents to pay.
- 3.6** The council also owes it all residents who do pay their council tax on time, including those in receipt of council tax support which should be noted is the majority of our residents, to recover council tax from those residents who do not pay council tax. The Council should support those residents who cannot pay council tax through payment arrangements and other previously mentioned support mechanisms.
- 3.7** Failure to recover council tax which is due means that the council is not collecting income which is anticipated to be paid to balance the budget and used to pay for services, including vital front-line services.

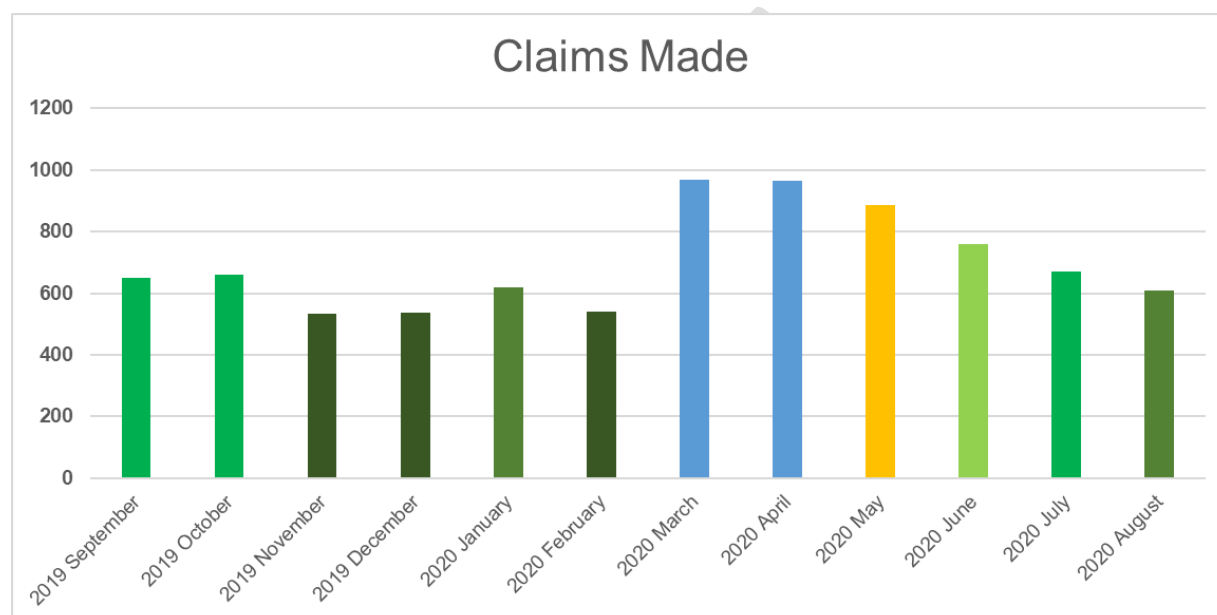
## **4 BACKGROUND AND DETAILS**

- 4.1** In 2020 the COVID-19 pandemic was beginning, and decisions were made at the time with best endeavours to reduce stress and anxiety for residents, in this case a decision was made to cease all recovery of council tax. The courts also closed, and legislation was changed to prevent any court action from being taken against residents and

business who did not pay their council tax or business rates. The decision to hold recovery of council tax was taken by G.O.L.D in April 2020.

**4.2** At the time it was a sensible approach as many residents had found themselves out of work, especially before the furlough scheme was introduced, however when it was introduced this was only offered at 80% of the employee's wages with businesses expected to make up the final 20% if they decided to.

**4.3** Croydon saw a rise in council tax support applications being made at the time, claims made between February 2020 and March 2020 doubled and remained higher than usual in April – June 2020. This is shown in the chart below.



**4.4**

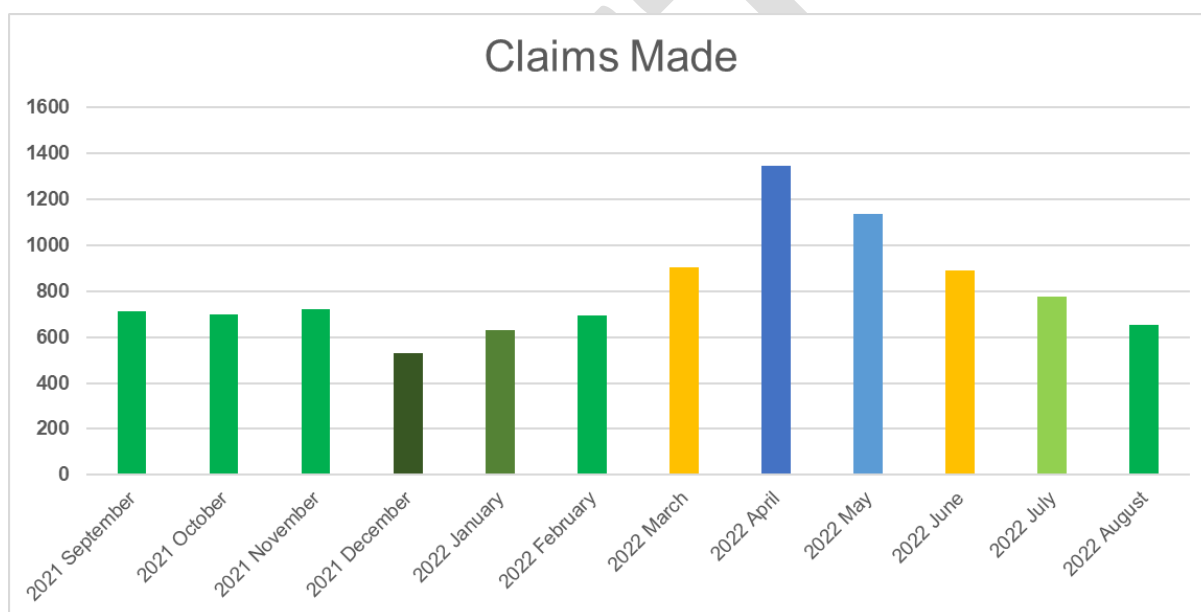
**4.5** The council's gold command team agreed to resume recovery again for unpaid council tax in April 2021 when the courts re-opened for virtual hearings.

**4.6** However, recovery was not continued for any resident in receipt of council tax support, as the government had issued a request for local authorities to make COVID-19 hardship payments to all financially vulnerable residents. It was therefore deemed not in keeping with the government scheme to resume recovery action against residents in receipt of council tax support.

**4.7** Moving forwards to 2021 and 2022 where the council's financial position was becoming clearer, proposals were being put forwards identifying ways to reduce spending and increase income.

**4.8** One proposal was that the council's council tax support scheme had become financially unsustainable and that moving to an income banded scheme would help to move the council in to a more sustainable direction. The proposal suggested that it would aim to make a financial contribution of £4.4m to the council's financial position and the income banded scheme was introduced in 2022 with a transitional period of 2 years.

- 4.9** To support residents in the transition from the old scheme to the new income banded scheme various measure were put in place.
- 4.10** The first measure was a transitional support scheme that would aim to assist any resident who had been significantly impacted by the change in the council tax support scheme by offering a top-up payment to their council tax account. This scheme had a fund of £2m attached to it and would span 2 years, up to 2024.
- 4.11** The second measure was that recovery action would continue to not take place for any residents in receipt of council tax support during this transition period. This comment was referenced in cabinet on Monday 24 January 2022, that there was no intention to change the council's practice in respect of these residents.
- 4.12** Shown in the graph below, the change in the scheme had made a significant impact to the number of new claims the council was receiving.



- 4.13**
- 4.14** Since April of 2022 there have been no significant changes to the scheme other than to resume non-dependant deductions for disabled not working residents where other members of the household are able to contribute to the household financially.
- 4.15** Due to constant fluctuation in the council tax support base, there are approximately 26,342 household that are currently excluded from recovery.
- 4.16** As at the end of June 2023 there were 6,482 accounts that had fallen behind on their council tax. This illustrates that most households are keeping up with their instalments and not falling into arrears.
- 4.17** Of those households who are in arrears, the arrears total value is £3.6m. To put this into context the net collectable debt for council tax in 2023/24 is £311m so the arrears of £3.6m is over 1% of the total base.
- 4.18** The number of households with arrears, the value of arrears, and the years they relate to are detailed in the table below. The total households will be more than 6,482 as a household could have arrears in multiple years. Note that 1 household may have



arrears in multiple years and therefore the total number of households below is greater than 6,482 due to duplication.

Year Outstanding For	Total Households	Total Outstanding Balance
2022	5,669	£ 2,322,547.00
2021	2,593	£ 804,199.29
2020	876	£ 354,107.44
2019	368	£ 90,287.10
2018	129	£ 33,901.57
2017	50	£ 14,198.36

**4.19**

**4.20** As shown, debt for residents in receipt of council tax support has over doubled between 2020 and 2021 and almost tripled from 2021 to 2022.

**4.21** The council should always seek to reduce rising debt in residents. Ensuring all residents are equally passed through the recovery process will help to prevent the build-up for debt.

**4.22** The council can offer help and support to residents who do fall behind with their council tax and steps in the recovery process ensure that the right method of collection is implemented. It is important that all residents are paying their council tax.

**4.23** The recovery process seeks to maximise the income for the council and as such is clear about the results of non-payment.

**4.24** As a summary of the recovery process is outlined below:

A resident will first be sent a bill with set instalments.

If the resident does not meet their instalments, then a reminder will be sent asking them to bring their account up to date before further action is taken.

If the resident does not act, then a summons will be issued, this has a current cost of £117.50.

Once the summons has been issued if the balance is not settled before the hearing date, a liability order will be granted at a current cost of £15.00 and a current court processing fee of £0.50 will be incurred. Once a liability order has been granted the council has additional powers for recovery including in relation to obtaining financial information including employment status and employer details; taking money directly from wages using an Attachment of Earnings Order; taking money directly from benefits, for example from Universal Credit; use of Enforcement Agents to take control of goods and sell them to pay the debt.

**4.25** This process, along with the prompts and notice of future action, may be what assists residents in keeping up to date with their council tax.

**4.26** It is unfortunate that there are costs incurred when going through the summons and liability order stages of recovery however, without these steps we cannot offer more

flexible arrangements to residents. Resident profiling will be completed when seeking to make payment arrangements so that all residents are given affordable arrangements.

- 4.27** Once a liability order is granted the council can make a request to the Department for Works and Pensions (DWP) for an attachment of benefits. This would mean that the resident would have a small deduction made against their attachable benefit (such as Universal Credit) weekly. Once in place the council would cease chasing for any payment on that debt while the DWP continues to provide payment as a deduction.
- 4.28** If a resident is not in receipt of an attachable benefit, but is known to be working, an attachment of earnings could be sought. The council would approach the resident's employer and request that a deduction be made from their wages before it is given to the resident. There are fixed percentage values that are deducted which can be a significant portion of a salary – therefore the council will always seek engagement with the resident before making an application directly to the employer.
- 4.29** When a resident does engage with the council and does want to arrange to pay by instalments, if a liability order has been granted this can be accepted. To ensure that recovery of council tax could continue, should the arrangement fail, the council will ask the resident to provide details of benefits or employment at the point of setting up the arrangement.
- 4.30** There are other options available, such as charging orders, bankruptcy, insolvency, and imprisonment. The council only seeks to use some of these powers where there is a wilful desire to avoid payment from the liable person to pay council tax.
- 4.31** Enforcement agents can be engaged to collect on behalf of the council. The council has an internal team as well as 6 external agencies that are in use for the collection of council tax, business rates and parking tickets.
- 4.32** Enforcement agents are all welfare trained and have resources available to help signpost residents that present as vulnerable. They also have discretion in clearing debts in part or in full on behalf of residents, they have food parcels and other support available to those they find in need as they engage with residents.
- 4.33** Initially an enforcement agent is intending to collect payment from residents, but we must be clear that there is vulnerability training and action taken when residents are in need. The enforcement agents are not only here to collect but also support our residents as well.
- 4.34** The council's approach would always be to seek the lowest cost option for residents, seeking arrangements in the first instance then, attachment of benefits, then attachment of earning and finally the assistance of enforcement agencies when other options have been exhausted and where more onerous options are deemed inappropriate, such as imprisonment.
- 4.35** Over the first 12 months of recovery, it is anticipated that the council tax service will be able to recover £400,000 of unpaid council tax through attachment of benefits.

## **5 ALTERNATIVE OPTIONS CONSIDERED**

- 5.1** The alternatives to this proposal are to do nothing.
- 5.2** The council could choose that recovery of unpaid council tax from residents in receipt of council tax support is not resumed.
- 5.3** The council could also consider writing off the debt due to the fact that these residents are amongst the poorest in our borough with either low or no earnings.
- 5.4** However, it could be said that this is not a financially viable option going forwards and it is not recommended.

## **6 CONSULTATION**

- 6.1** Nationally we are also a strategic partner of the national Money Adviser Network formerly known as Money and Pensions Advice Service (MAPS). This is an arm's length body sponsored by the Department for Work and Pensions established at the beginning of 2019. They brought together The Money Advice Service, The Pensions Advisory Service and Pension Wise. They engage with HM Treasury on policy matters relating to financial capability and debt advice and their mission is to ensure everyone in the UK can easily access the information they need to make the right financial decisions for them throughout their lives. It is the largest single funder of free debt advice in England. We will work closely with the Money Adviser Network to offer support to our residents and consult with them regarding our approach to recovery action.
- 6.2** More locally we will consult with the Citizens Advice Bureaux to support residents who are in receipt of Council Tax Support to provide additional financial and debt advice services.
- 6.3** Through our Community and Voluntary Sector team we will advise all our Third Sector partners of the changes to recovery of Council Tax for residents in receipt of Council Tax Support and provide them with information on how they can support harder to reach resident who may contact them for help and advice.

## **7. CONTRIBUTION TO COUNCIL PRIORITIES**

- 7.1** The Executive Mayor's priority 1 is that the council balances its books, listens to residents, and delivers good sustainable services. We must get a grip on the finances and make the council financially sustainable.

## **8. IMPLICATIONS**

### **8.1 FINANCIAL IMPLICATIONS**

- 8.1.1** The council tax collection fund is where the financial impact will be noted.
- 8.1.2** There are currently 6,482 accounts excluded from recovery that are in arrears of council tax.
- 8.1.3** The total value of the arrears is £3.6m, which has no active recovery against it.
- 8.1.4** If the council focuses on attachment of benefits, we need to make assumptions that around 50% of residents claiming council tax support are in receipt of an attachable benefit for this case we assume that attachable benefit is Universal Credit.
- 8.1.5** Universal credit attachments allow up to a maximum of 25% deduction to the personal allowance. Which on average would equate to £107.13 per month. However not all residents are in receipt of full Universal Credit entitlement due to earned income or other factors, we have therefore assumed that 50% of entitlement could be subject to an attachment. An average deduction of £53.56 per month.
- 8.1.6** Not all cases that are put forward to the DWP are accepted either, there are times where our information is out of date and the resident is no longer receiving Universal Credit. As well as this, council tax is not the top priority debt for deductions to be made against. If the council is not the only creditor for the resident, then we may not be first in line to receive deductions. Again, assumptions must be made to expect that 50% of our requests to the DWP will result in no deductions being made.
- 8.1.7** With these things in mind, it is expected that the department will be able to process and request 200 attachment of benefits per month. If 50% of them are expected to result in no attachment that would leave 100 successful attachments.
- 8.1.8** Each month that passes more attachments would be in place increasing the collection of council tax by £5,000, cumulating to an expected increase in collection of £400,000 by the end of a 12-month period.
- 8.1.9** This is not a new income generation project; this is not a saving. This is council tax that the council should be collecting and very much needs, to be sustainable and deliver the balanced budget that was put forwards and agreed in March 2023.
- 8.1.10** Other recovery options will also be available to the council if commencement of recovery is agreed, but it is expected that attachment of benefits will be the primary method of collection.

### **8.1.11 Revenue and Capital consequences of report recommendation**

**8.1.12** Comments approved by Lesley Shields, Head of Finance for Assistant Chief Executive and Resources on behalf of the Director of Finance. 07/09/23

## **8.2 LEGAL IMPLICATIONS**

**8.2.1** The statutory recovery process for Council tax is set out in the Council Tax (Administration and Enforcement) Regulations 1992, as amended (“the 1992 Regulations”). Part V the 1992 Regulations, is concerned with the billing of persons liable to council tax. It requires, amongst other matters, billing authorities to serve demand notices each year on liable persons (regulations 18 to 22) identifying the payments to be made in respect of council tax and provides for the making of certain of such payments by instalments during the year (Part I of Schedule 1). Regulation 21 and Part II of Schedule 1 enable billing authorities to make schemes for payment by instalments in cases where rent is payable to them in respect of the dwelling concerned. Where a person fails to pay an instalment in accordance with Part I of Schedule 1 or a scheme under Part II of that Schedule, in certain cases the unpaid balance of the billing authority's estimate of the chargeable amount for the year concerned will become payable immediately (regulation 23).

**8.2.2** Part VI of the 1992 Regulations (regulations 32 to 57) is concerned with the enforcement of sums due under Part V. Once the Council has complied with the preliminary steps as set out in Regulation 33, including in relation to relevant notices, the Council (as billing authority) can seek to apply to the magistrate's court for a liability order to recover amounts payable to a billing authority which are unpaid (regulation 34). If a liability order is granted, the billing authority may request certain information of the debtor as to employment or income (regulation 36), apply to make an attachment of earnings order (regulations 37 to 43 and Schedules 3 and 4), seek an attachment of allowances order (regulation 44), apply for the commitment of the debtor to prison (regulations 47 and 48), prove the debt in insolvency (regulation 49), or apply for a charging order (regulation 50).

**8.2.3** Where an attachment of earnings order is sought, the Council would need to comply with statutory parameters in doing so, including that no order may be made the Council if the effect would be that the number of orders for the time being in force made by the Council in relation to the debtor in question exceeded two (Regulation 36). Therefore, if there are other attachment of earnings orders by the Council in place (whether for council tax or otherwise), this will impact on the ability of the Council to utilise this as a means of recovery.

**8.2.4** In respect of recovery of an unsecured statutory debt, such as Council tax which is not the subject of a liability order, the Limitation Act 1980 provides that no action to recover such a debt shall be brought after the expiration of six years from the date on which the cause of action accrued (section 9).

**8.2.5** Attachment of benefits is governed by Council Tax (Deductions from Income Support) Regulations 1993 as amended and Schedule 9 of the Social Security (Claims and Payments) Regulations 1987, as amended. The Department for Works and Pensions (DWP) has published recently updated guidance (22 August 2023) “A guide for local

authorities – arrears of Council Tax” which details the process to be followed (“the third-party deduction scheme”) and the circumstances under which DWP will consider making deductions from benefits. The third-party deduction scheme is designed to protect claimants in receipt of benefits. It is used when a claimant has arrears of essential household outgoings and has failed to budget for these bills. The guidance makes clear that other methods to recover the debt must have been tried, for example negotiating different ways of paying and managing bills before this approach is sought to be followed. Furthermore, there must be a threat of enforcement action before consideration is given to applying for a deduction and the Council would need to have a liability order in place before it proceeds via this route.

**8.2.6** The types of debts covered by the third-party deduction scheme are rated in a priority order. This reflects the degree of risk to the individual or their family by the enforcement action that may result from non-payment. There may only be a maximum of 3 deductions made at any one time, therefore where there are existing deductions, the order will determine whether or not the Council’s Council tax arrears will be recoverable via this means as it is a lower priority under this scheme. The order is:

1. housing costs for specific mortgage arrears
2. miscellaneous accommodation costs; care homes, private hospitals
3. hostel charges
4. rent arrears, including service charges
5. mains fuel costs; gas and electricity
6. water charges; water then sewerage if two debts
7. Council Tax and community charge arrears
8. fines
9. refugee integration loans
10. eligible loans

**8.2.7** In seeking to utilise the DWP third party deduction scheme, the Council will need to ensure that it complies with relevant Data Protection requirements, including where relevant compliance with the Memorandum of Understanding which the DWP has put in place between themselves and Councils in respect of benefits. These considerations are set out more fully in the Data Protection Implications section below.

**8.2.7** Where the department proposes to proceed via more onerous processes such as charging orders, bankruptcy, insolvency, and imprisonment specific legal advice will be required prior to pursuing these avenues in light of the parameters which apply and the processes which would need to be adhered to in that regard.

**8.2.8** Comments approved by the Head of Litigation and Corporate Law on behalf of the Director of Legal Services and Monitoring Officer. (Date 19/09/2023)

### **8.3 EQUALITIES IMPLICATIONS**

**8.3.1** The Council has a statutory duty, when exercising its functions, to comply with the provisions set out in the Sec 149 Equality Act 2010. The Council must, in the performance of its functions, therefore, have due regard to:

eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under this Act.

advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.

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

**8.3.2** The scheme has no potential for discrimination in itself, the proposed change only seeks to revert back to a pre-covid state where council tax recovery for CTS residents was in place and would therefore be in line with all other recovery across the borough.

**8.3.3** The council will also seek the most effective recovery for residents and uses the recovery cycle decision tree to help aid that process. This means that if a resident is in arrears and a liability order is granted to recover those arrears and no arrangement has been made with the resident, then in the first instance a check for an attachable benefit is completed and an attachment to that benefit submitted. This ensures the most manageable payments are made – rather than cases going to enforcement agents where larger instalments may be asked for.

**8.3.4** An EQIA has been carried out and shows no overall adverse impact on any protected group.

**8.3.5** Comments approved by Naseer Ahmad on behalf of the Equalities Manager. (Date 25/08/2023)

## **8.4 DATA PROTECTION IMPACT ASSESSMENT**

**8.4.1** The council is currently in the process of working towards compliance of the DWPs Memorandum of Understanding (MOU) which includes a revised DPIA, this will be revised and expanded to include the processing of data to support the recovery of council tax and the use of the council's enforcement power e.g., attachments of benefit, attachments of earnings, use of enforcement agents. It will also encompass any data sharing in relation to alleged fraudulent activity.

## **9. APPENDICES**

**9.1** A - EQIA Council Tax Support Claimants

B - EQIA Data Pack Council Tax Support

## **10. BACKGROUND DOCUMENTS**

**10.1** None

**11. URGENCY**

**11.1 No**

DRAFT

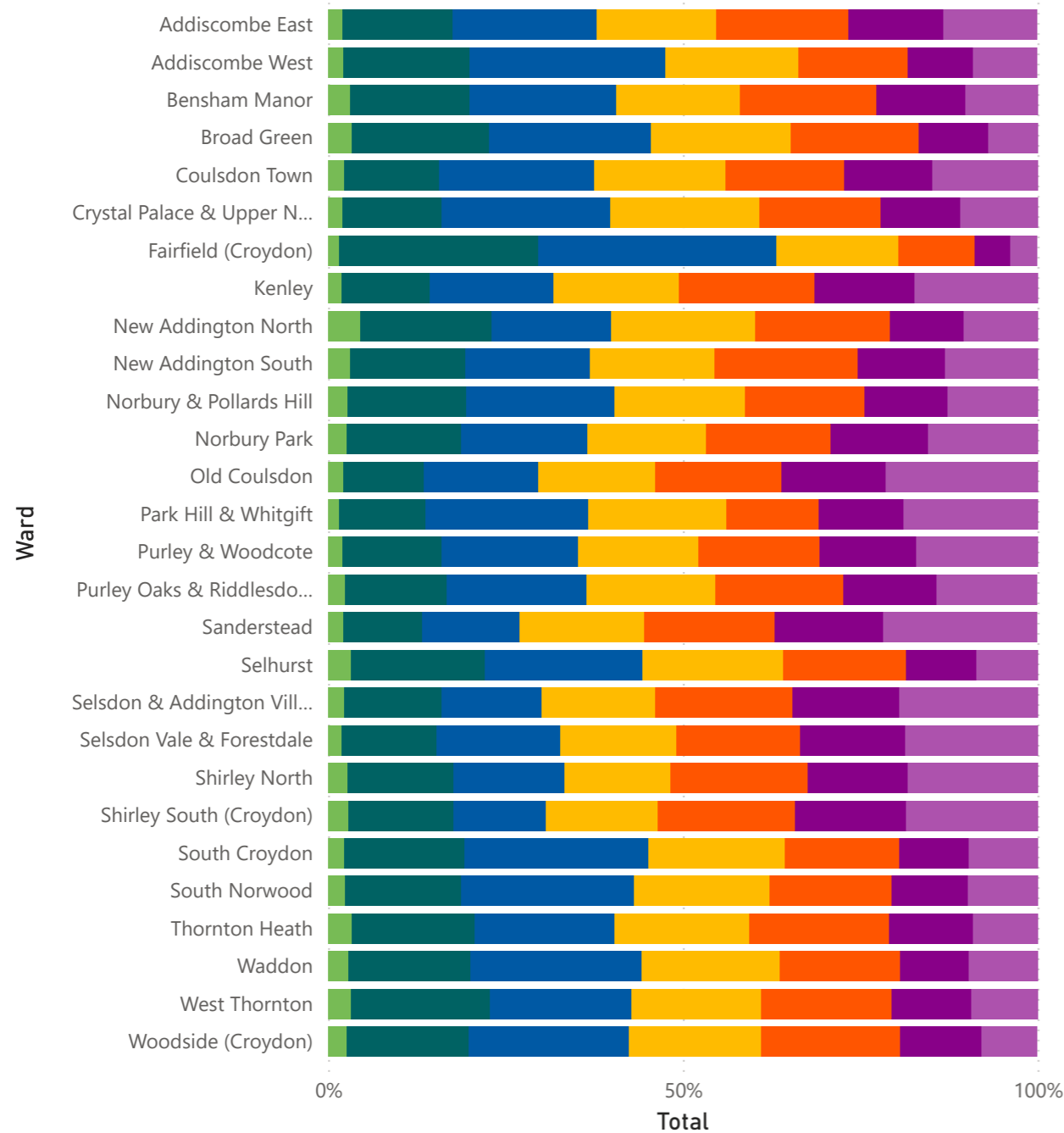


# Council Tax Support

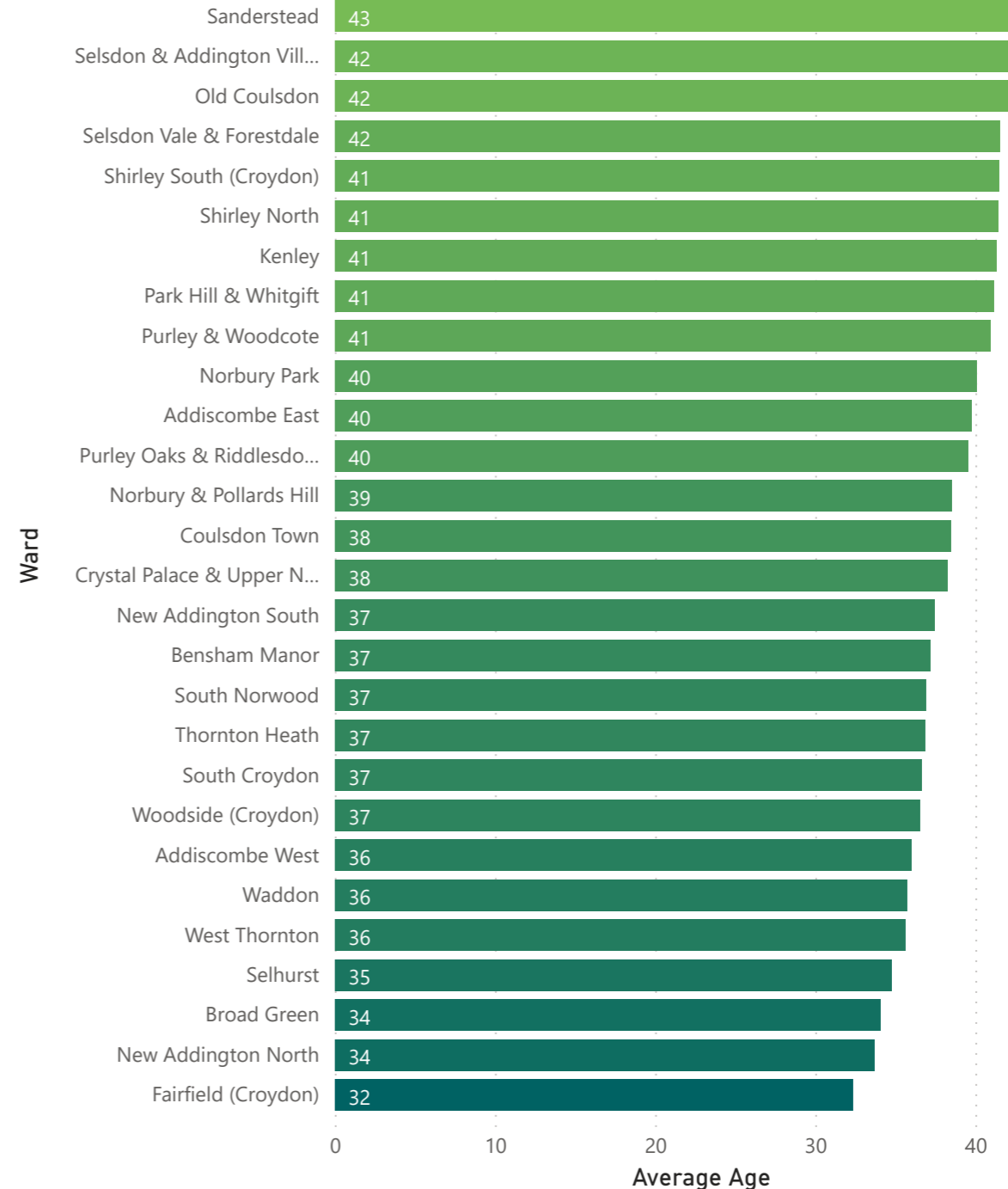
*Equalities Impact Assessment - Data Pack*

Age Group by Ward

Age Group ● 18-19 ● 20-29 ● 30-39 ● 40-49 ● 50-59 ● 60-69 ● 70+



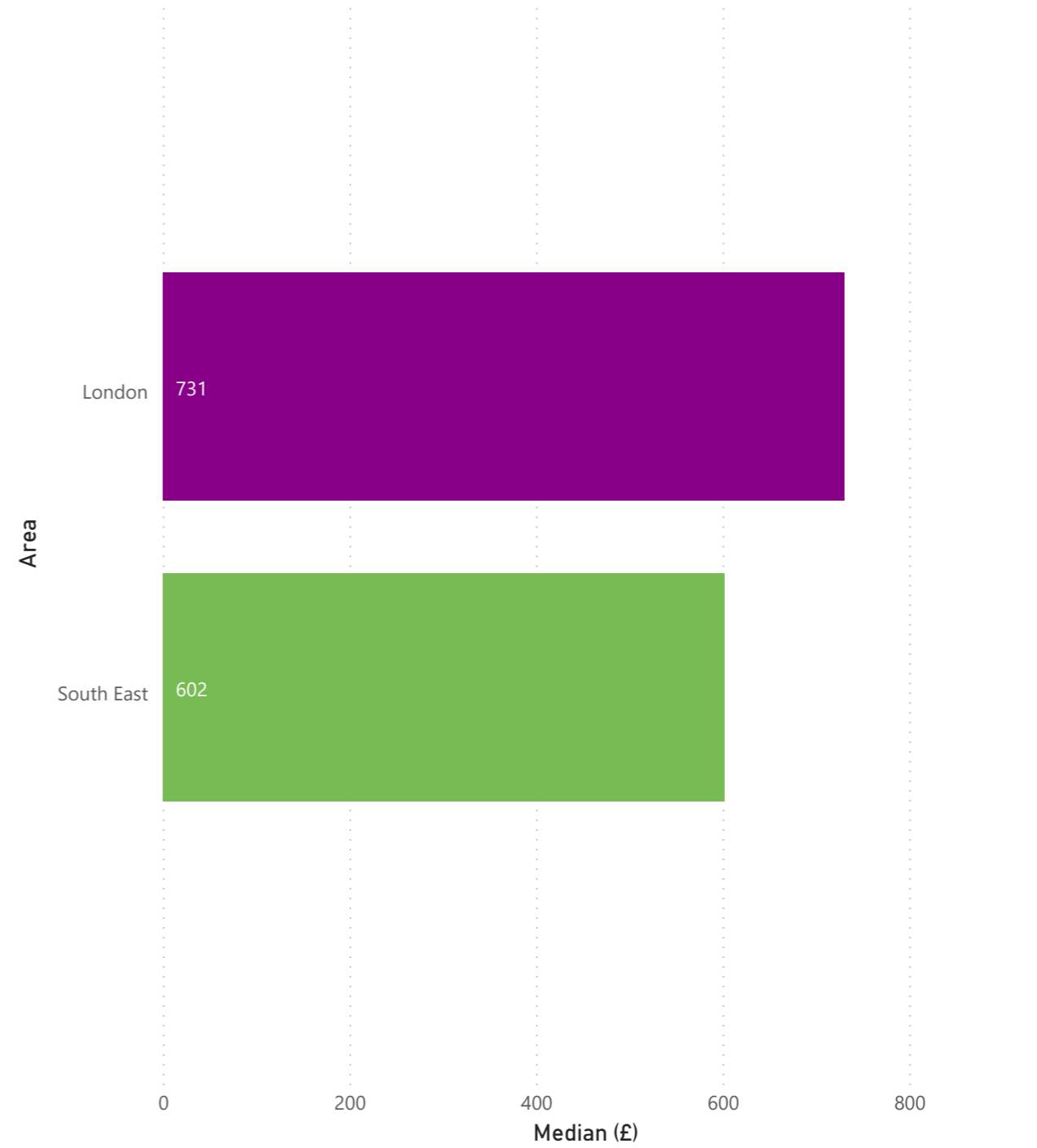
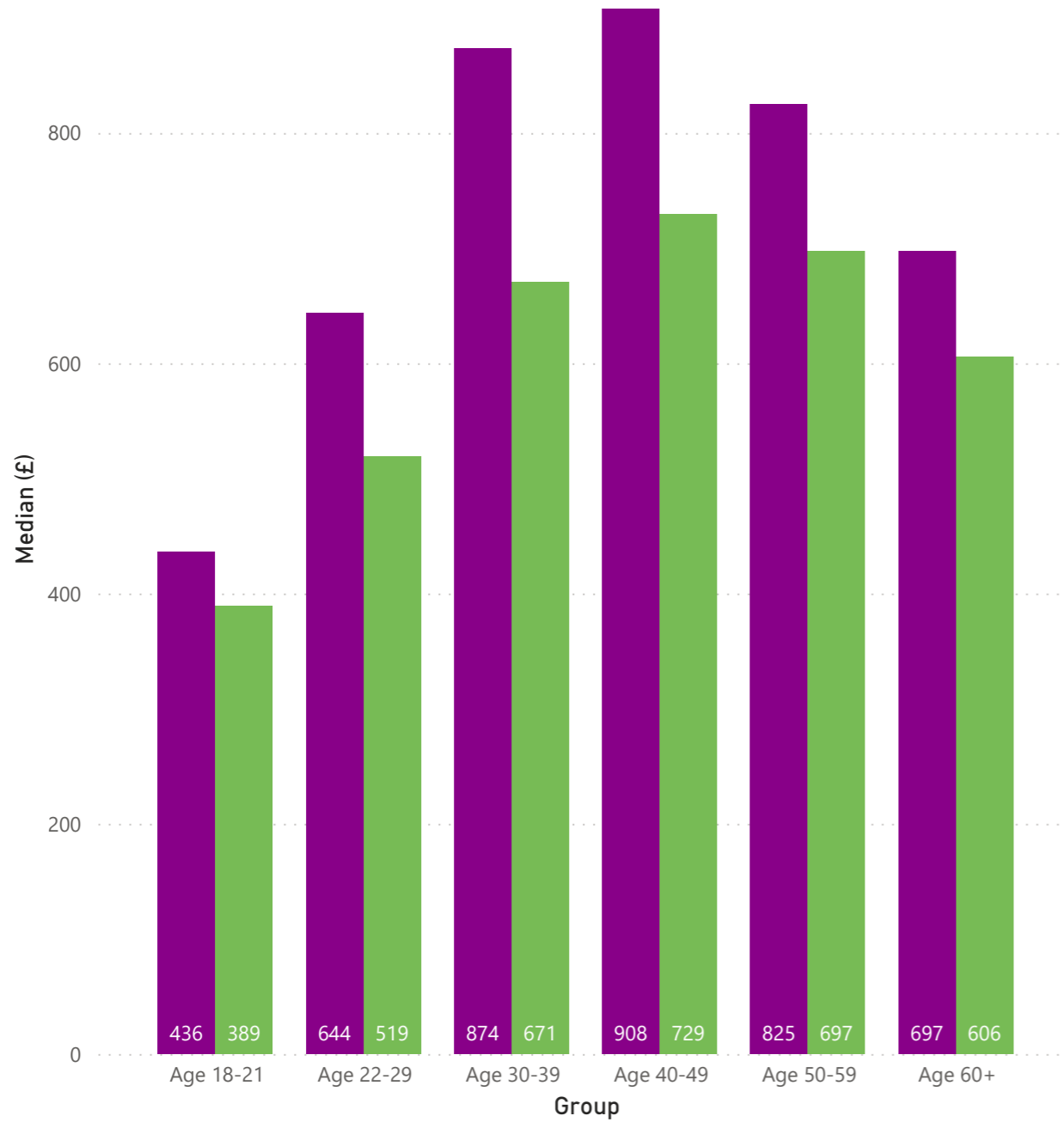
Average Age by Ward



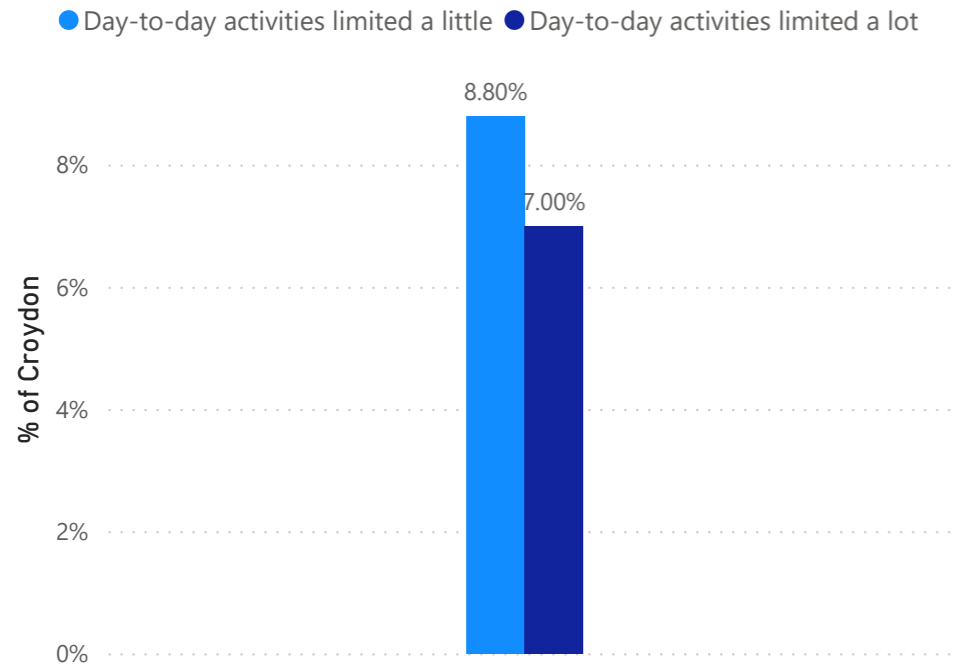
Median Salary by Age

Mean Median Salary Area

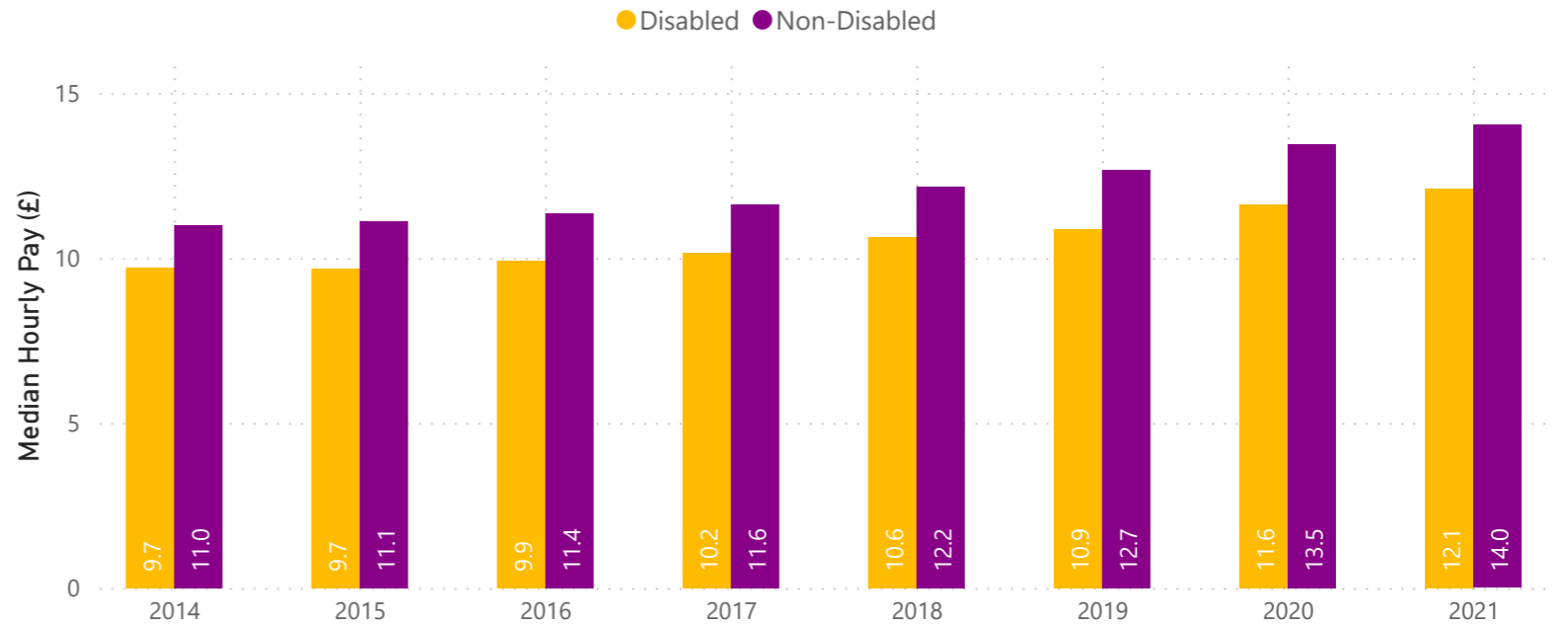
Area ● London ● South East



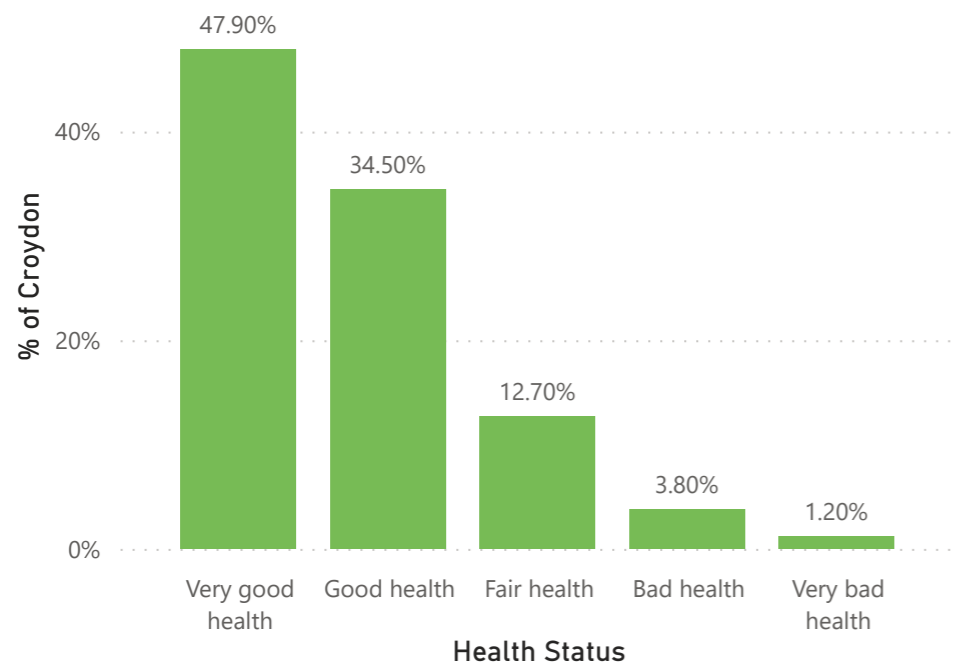
Disability



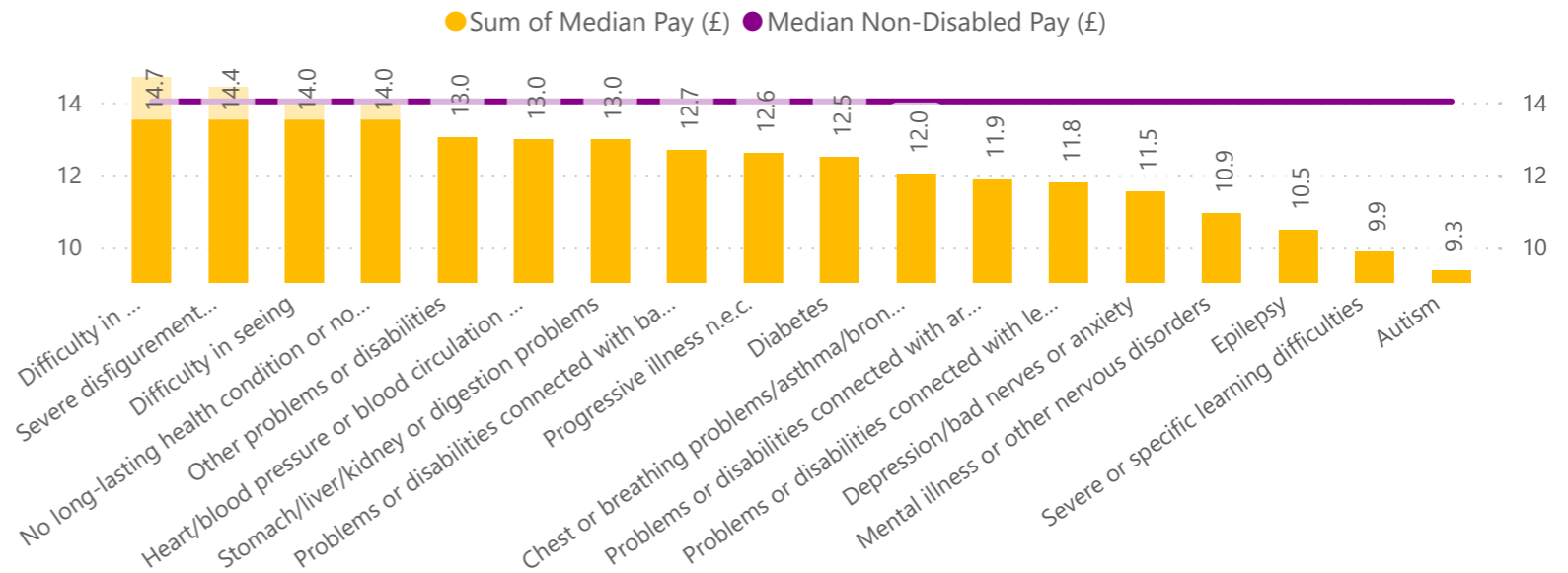
Disability Pay Gap



Average Health



Disability Pay Gap



Female Population

Male Population

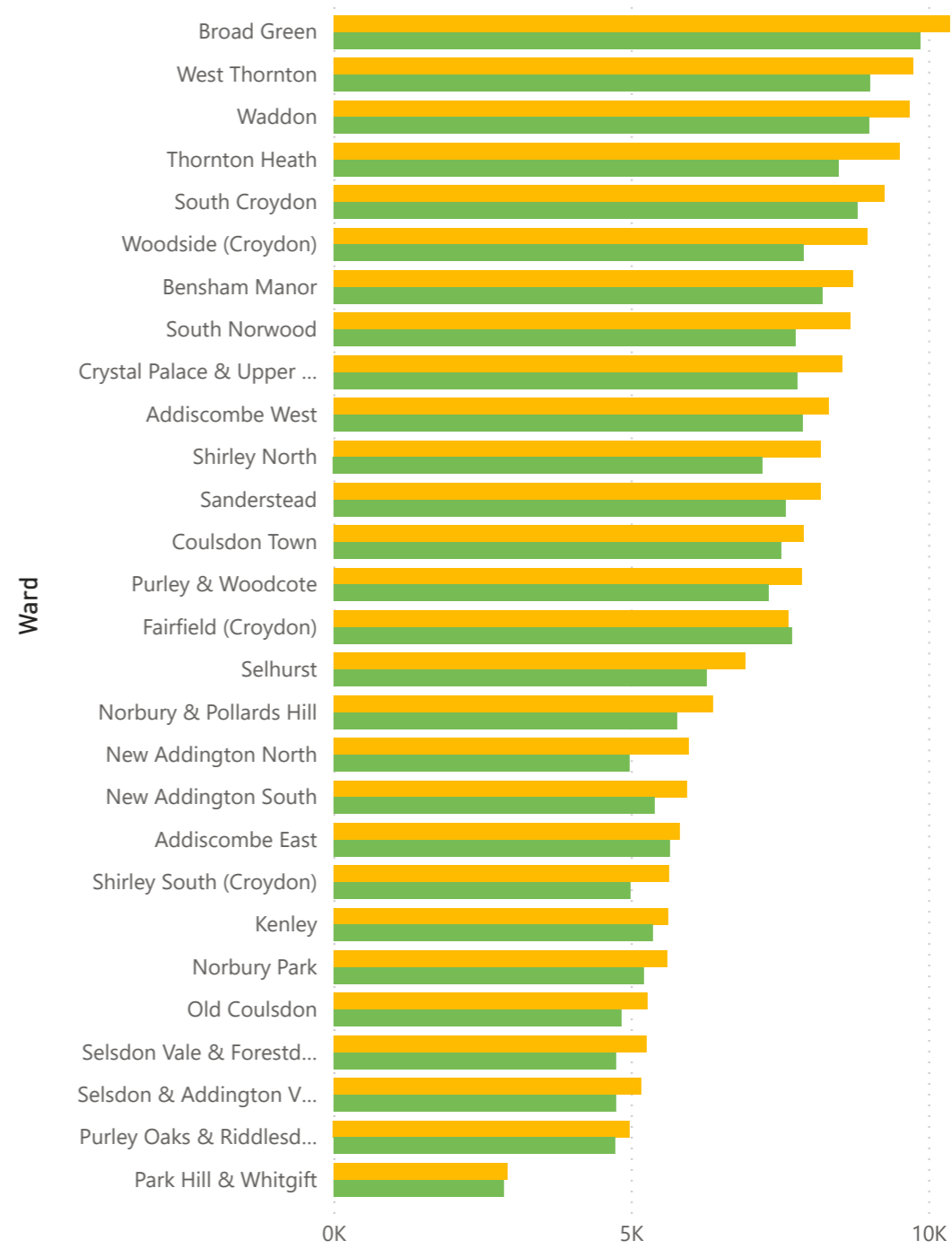
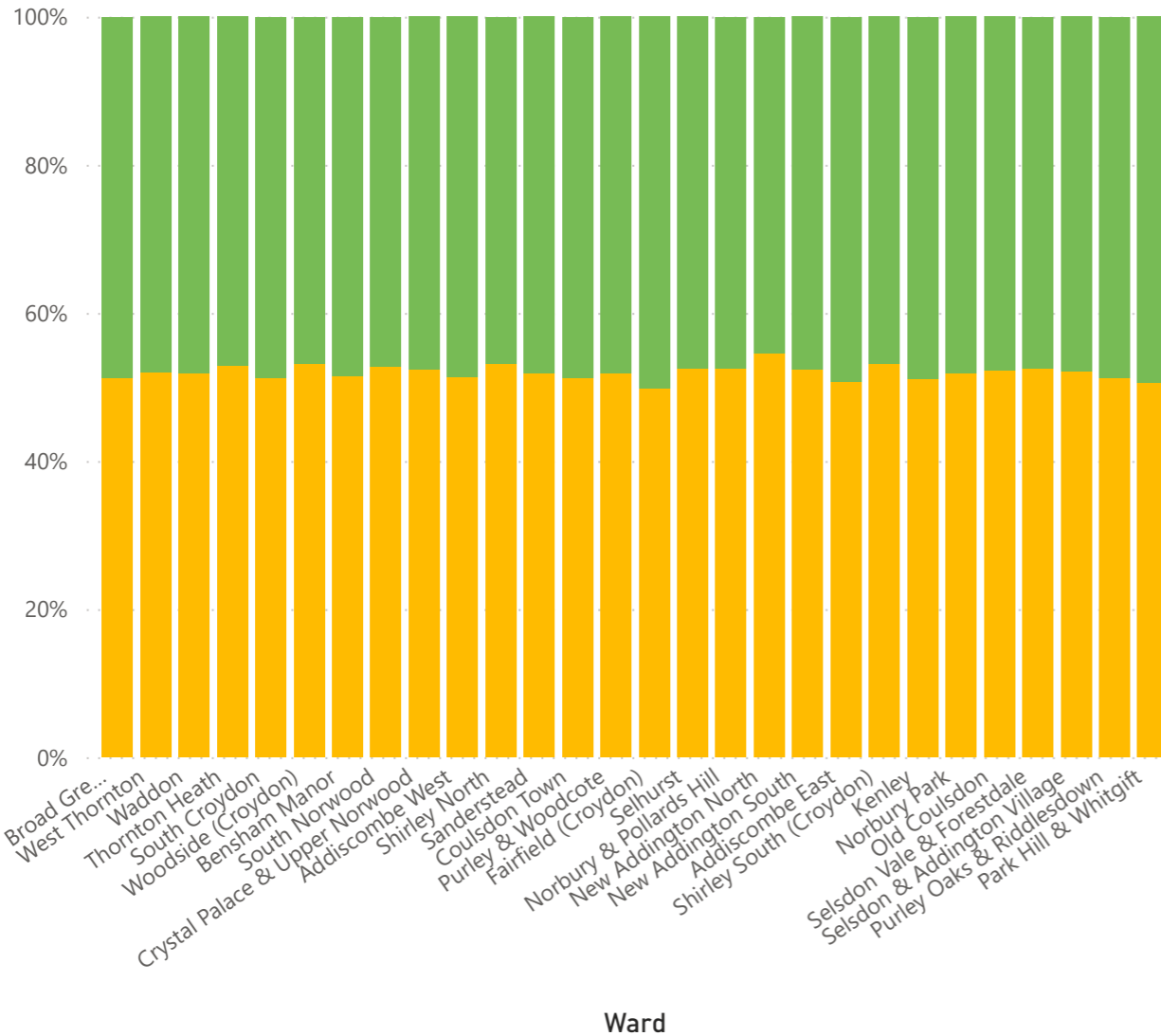
51.98%

48.02%

Total Females and Males by Ward

Median Gender Pay Gap by Age

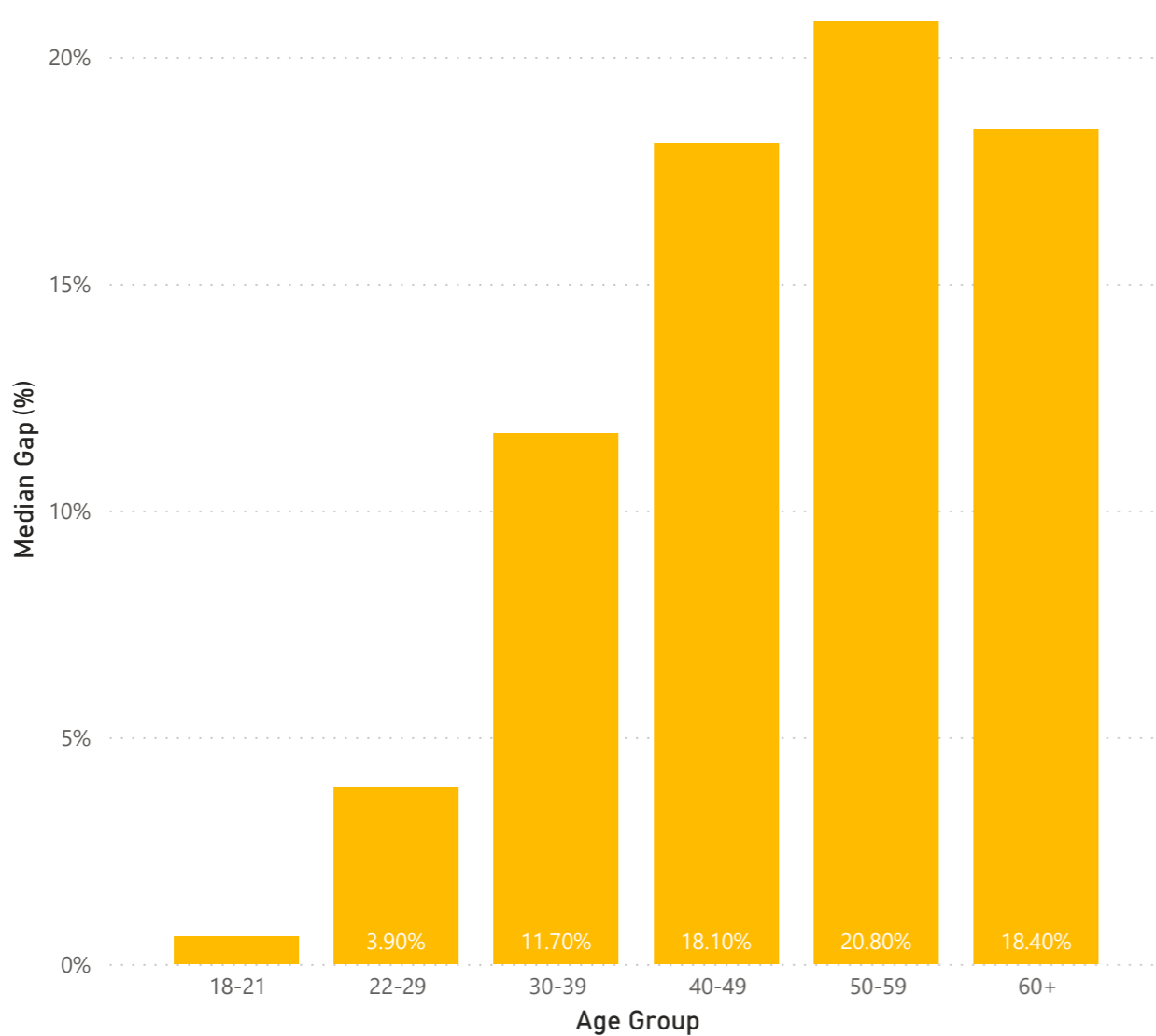
● Total Female ● Total Male



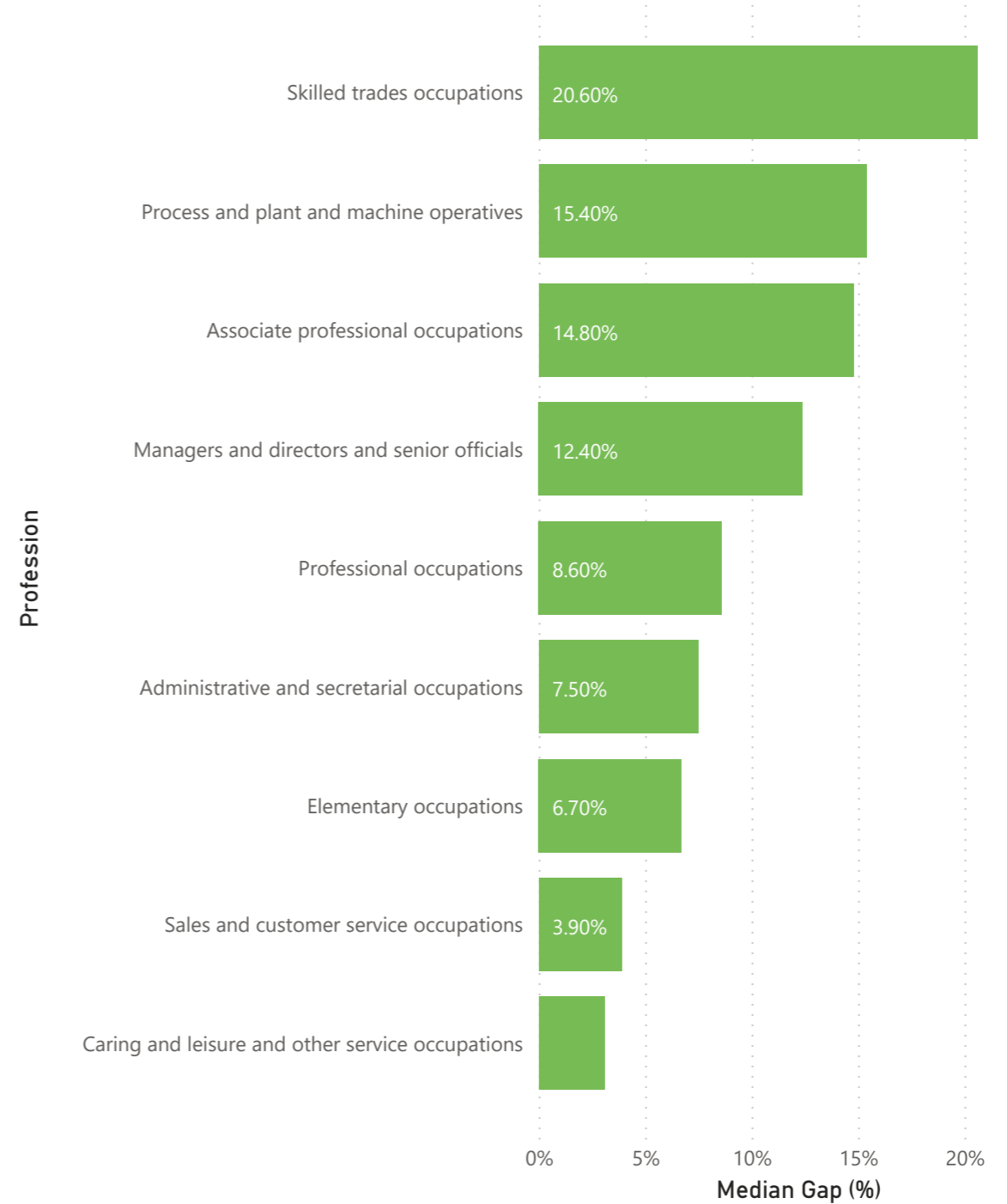
Gender Pay Gap

14.90%

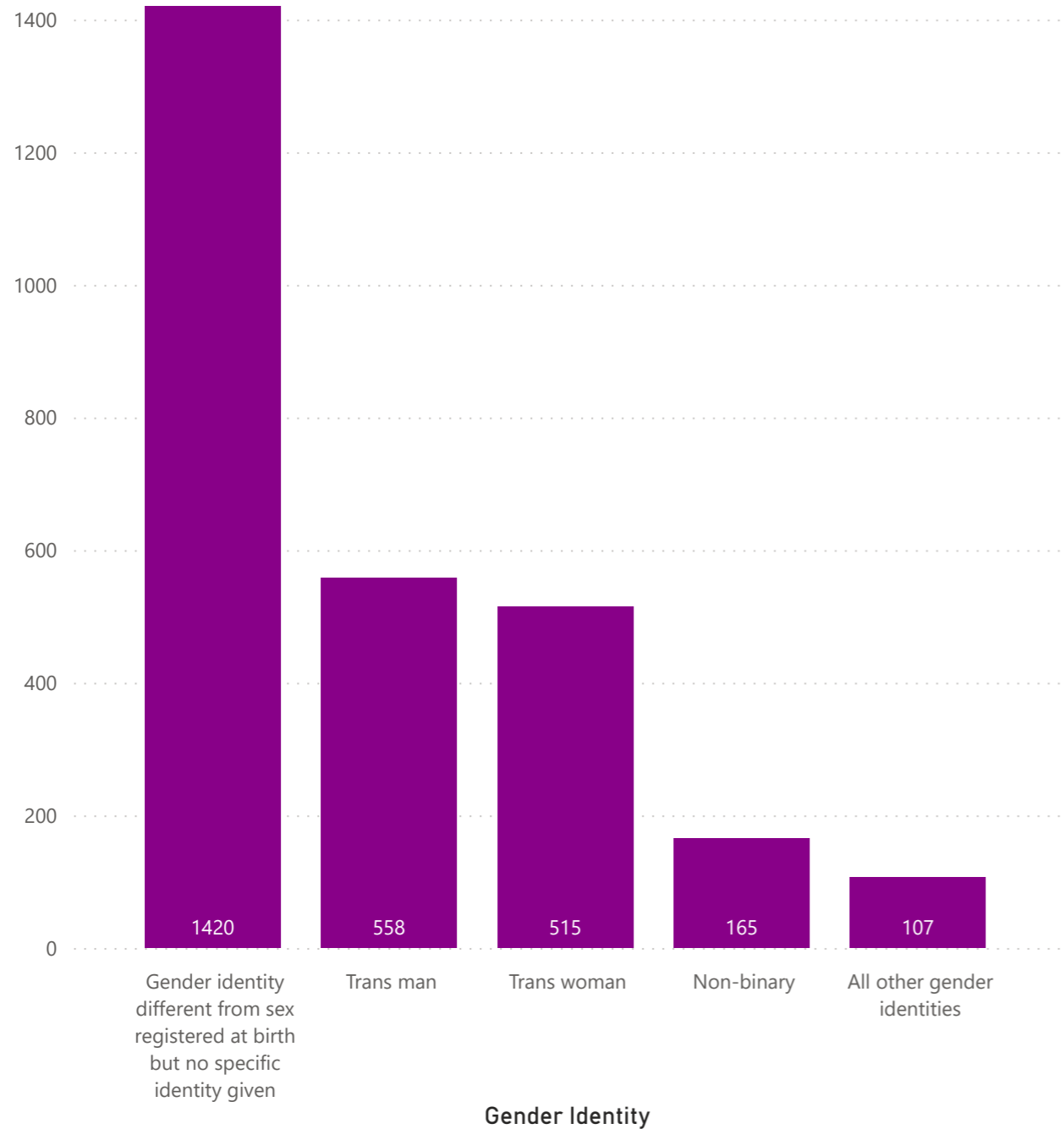
Median Gender Pay Gap by Age



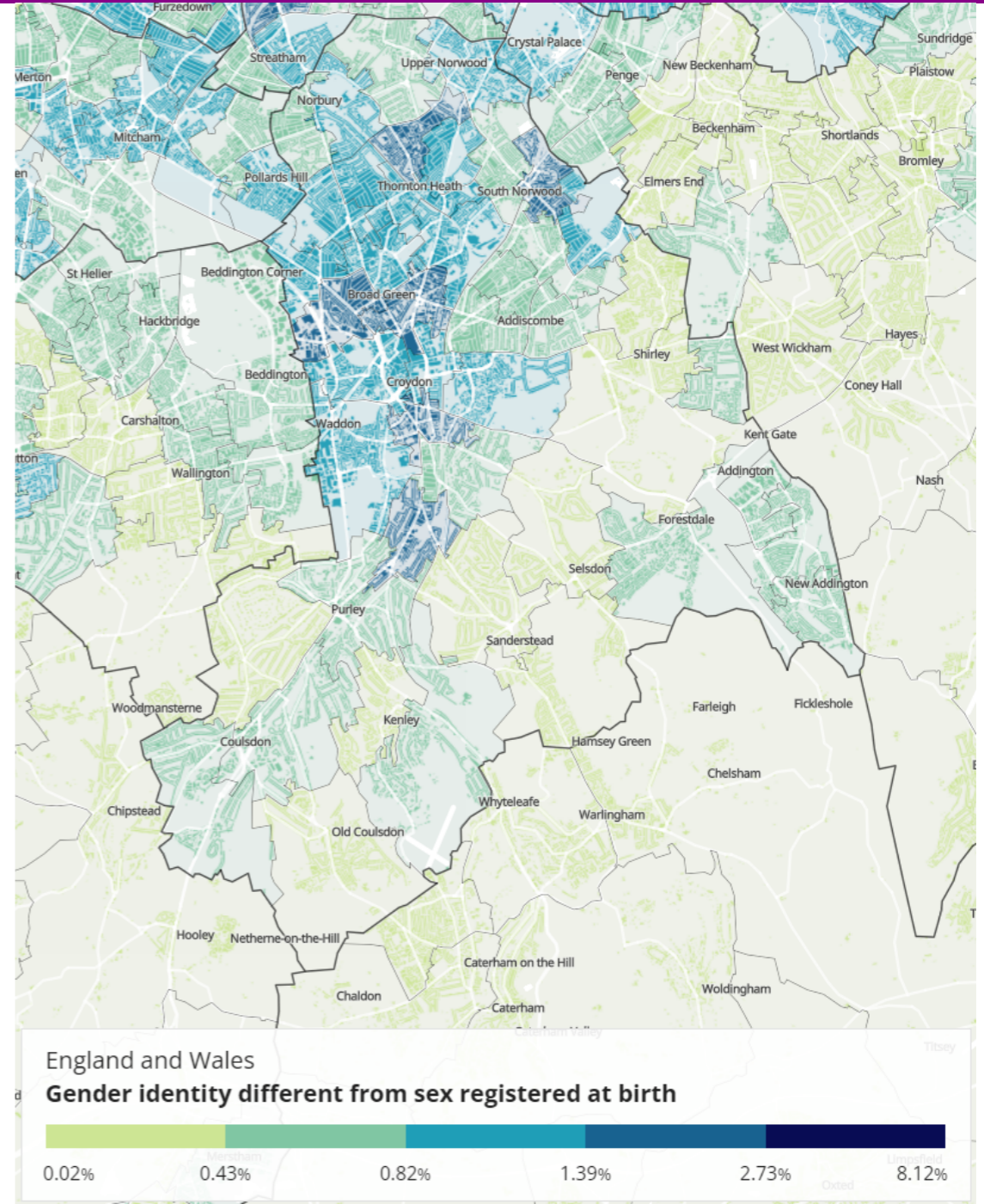
Median Pay Gap by Profession



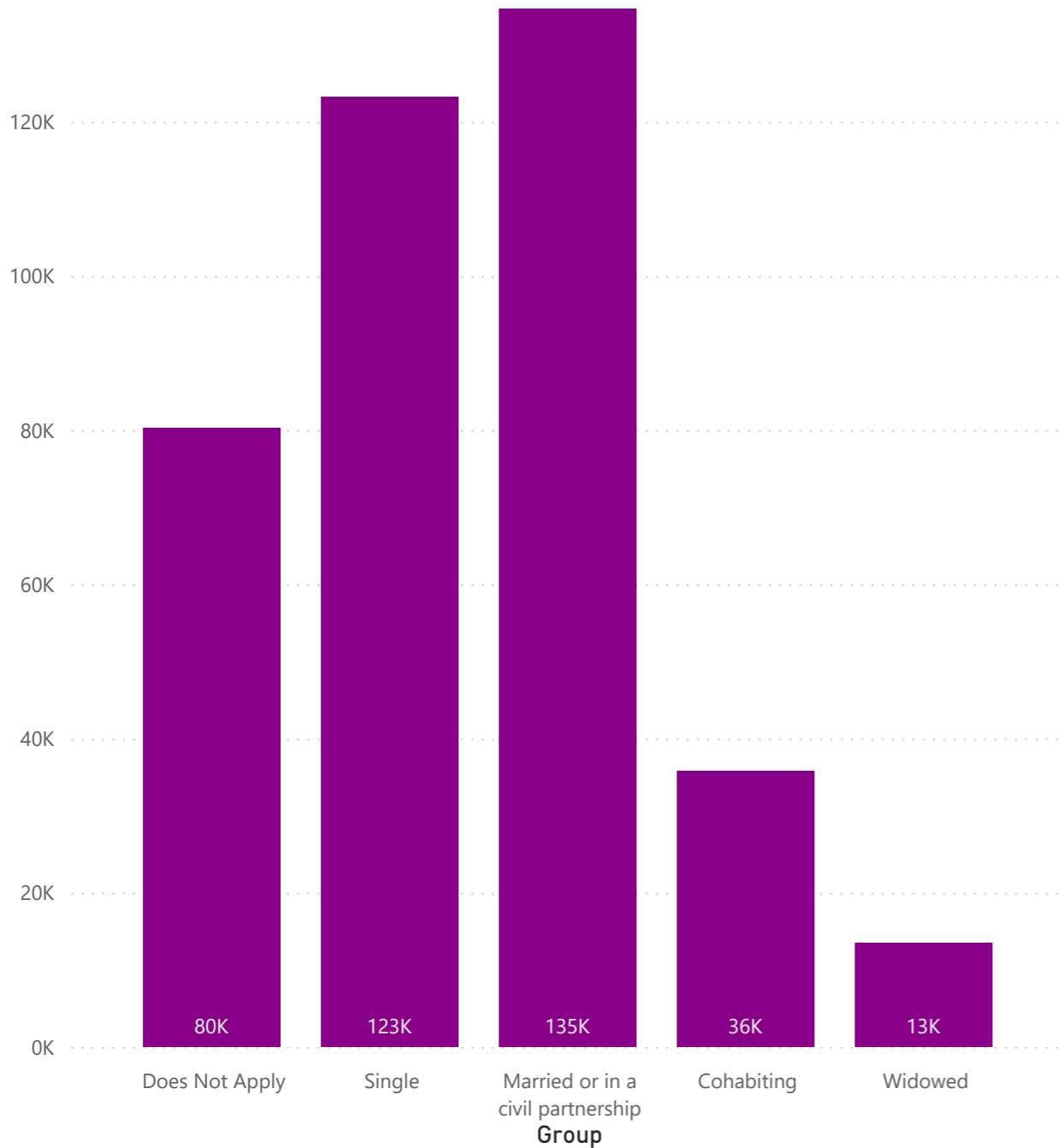
Gender Identity



Gender Identity Different from Sex Registered at Birth

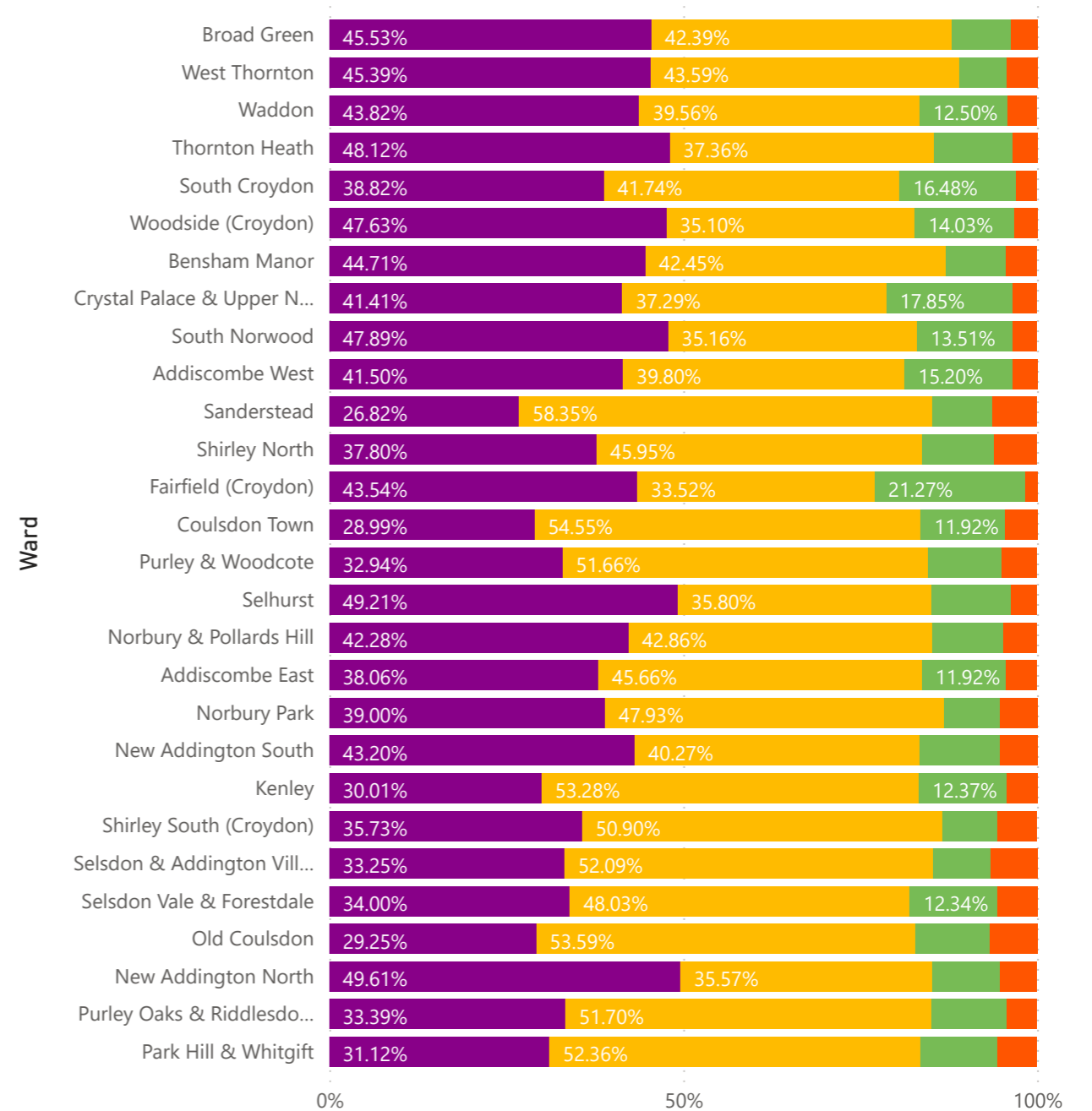


Living Arrangements



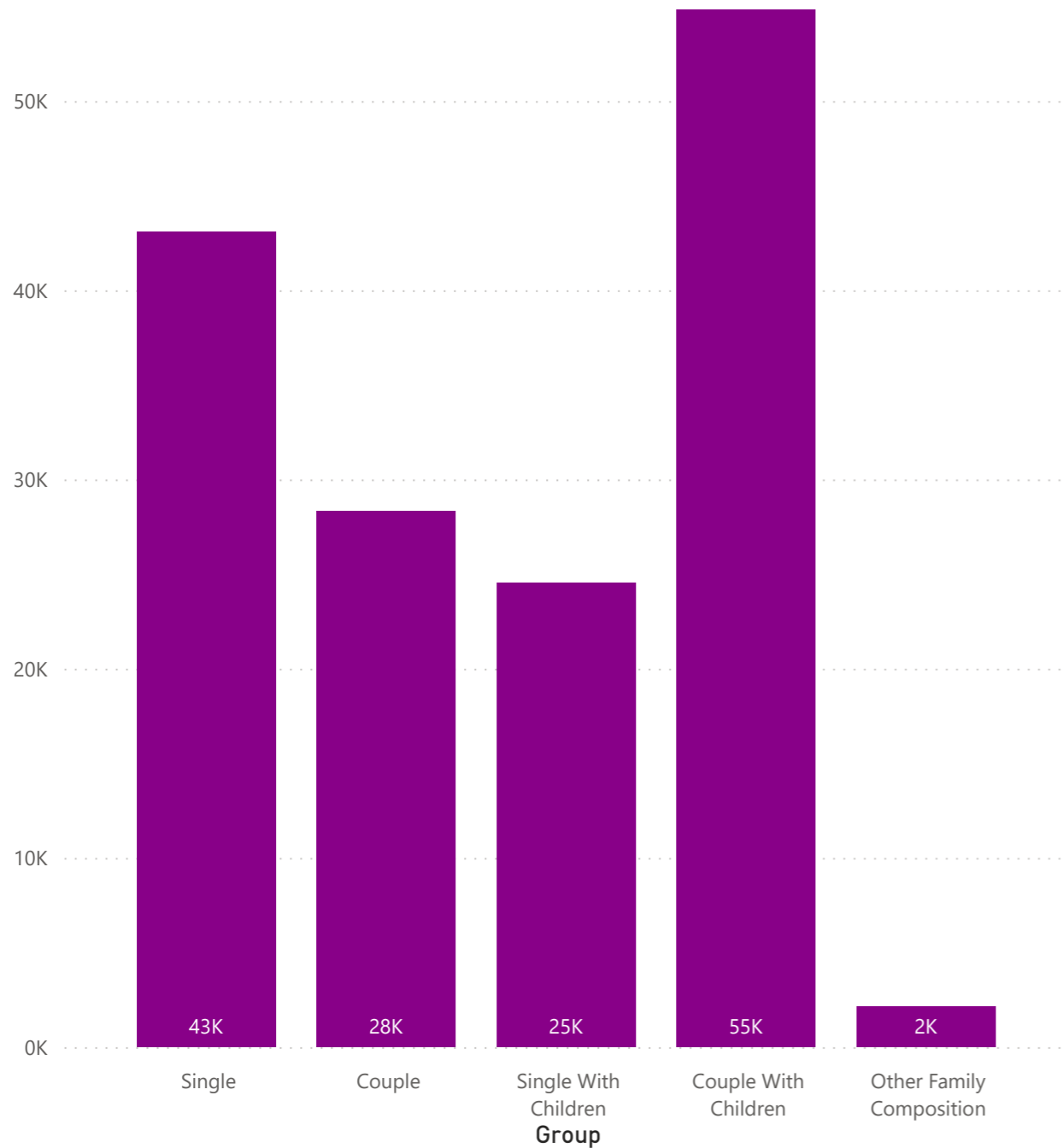
Living Arrangements by Ward

Group ● Single ● Married or in a civil partnership ● Cohabiting ● Widowed



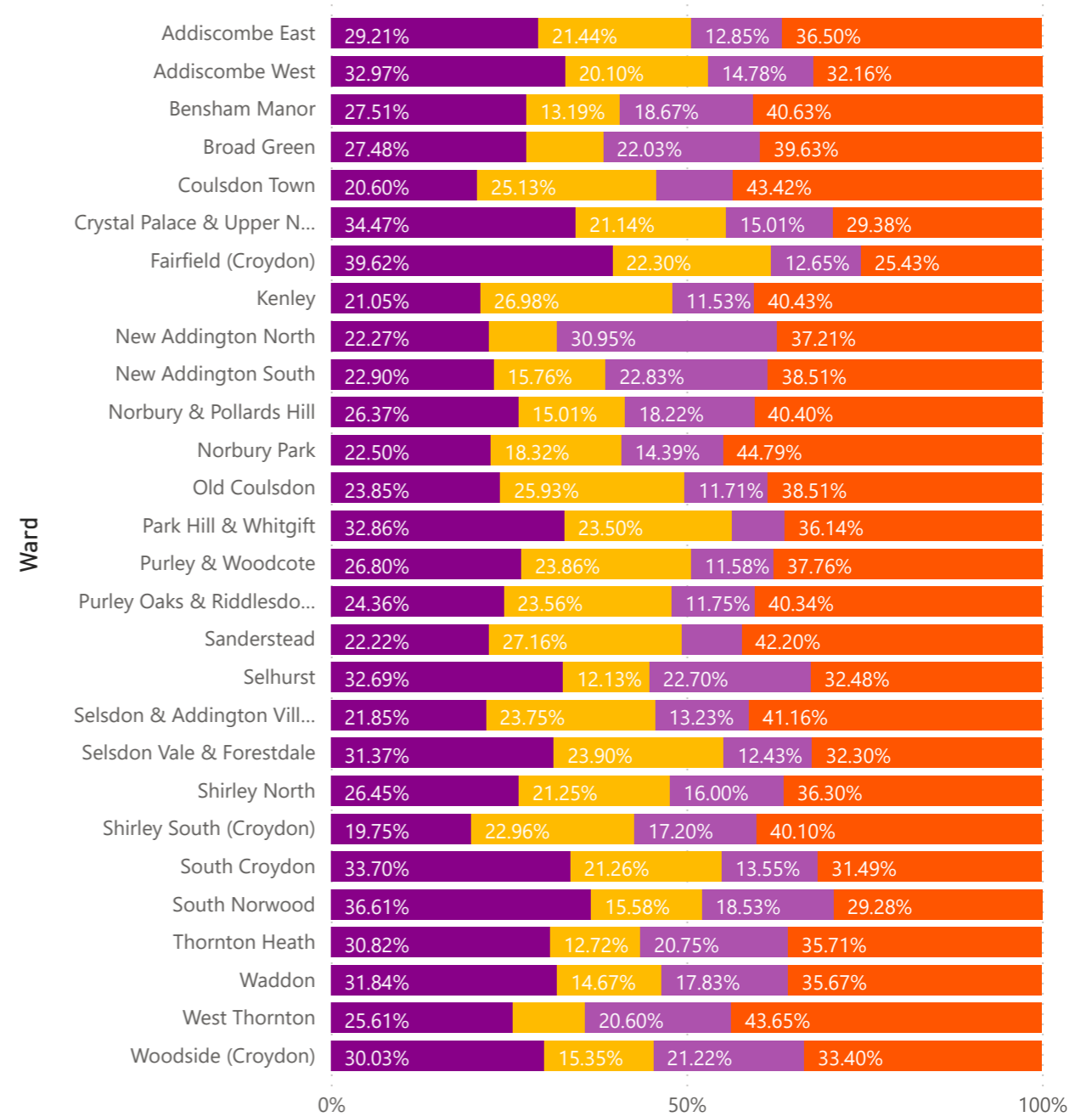


Household Composition

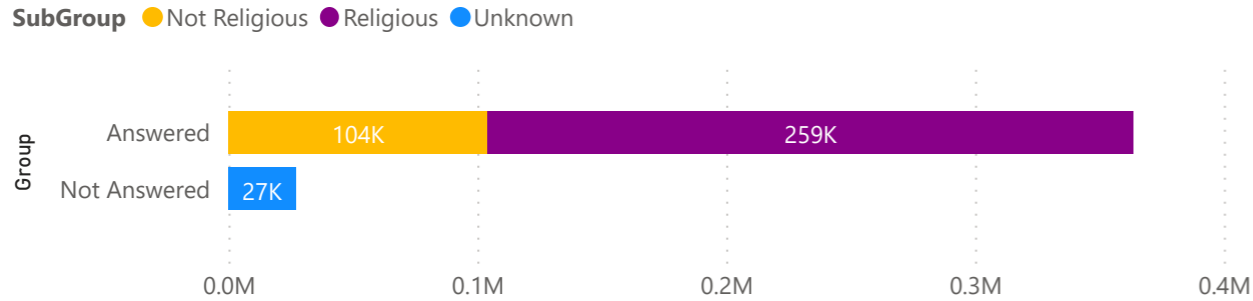


Household Composition by Ward

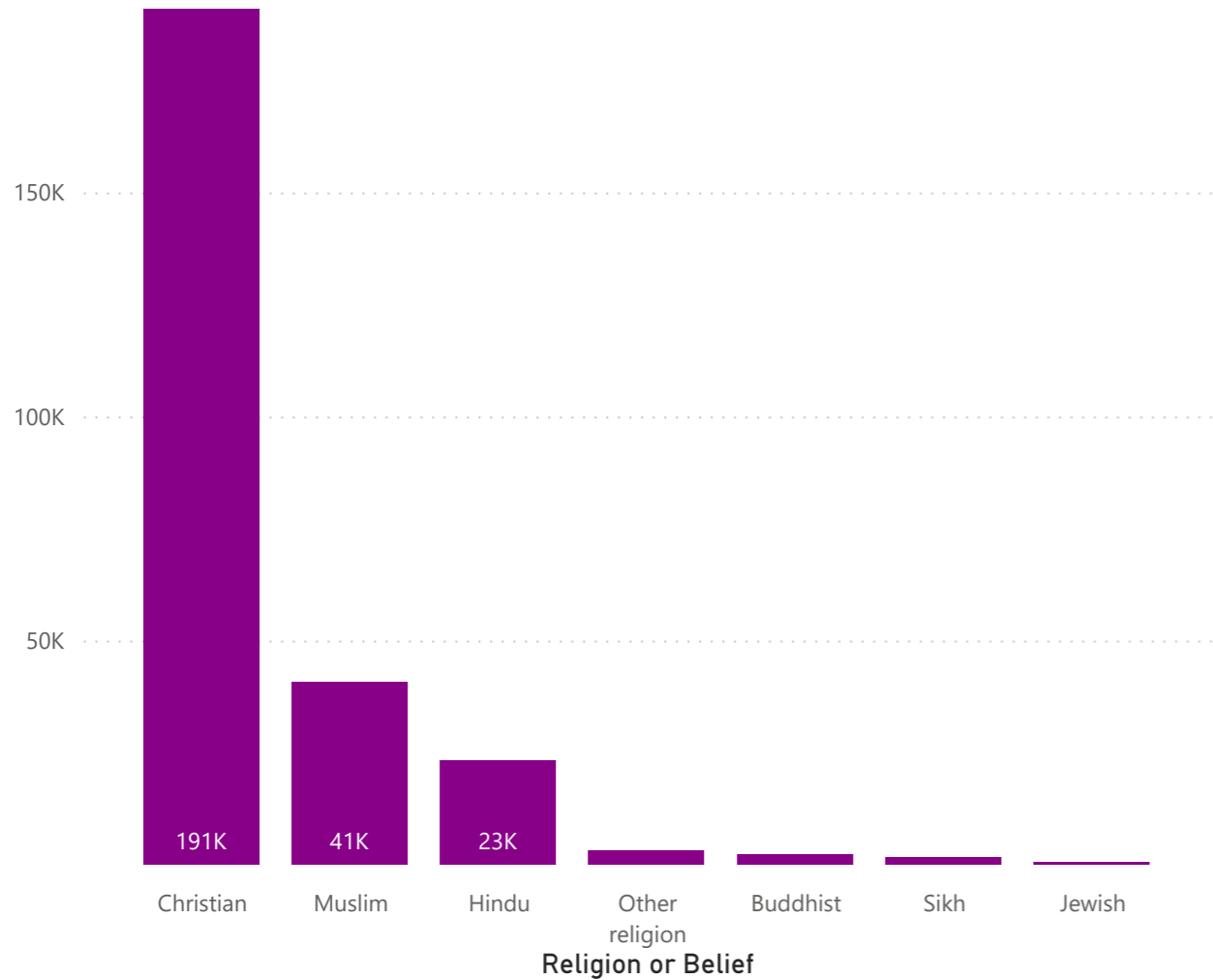
Group ● Single ● Couple ● Single With Children ● Couple With Children



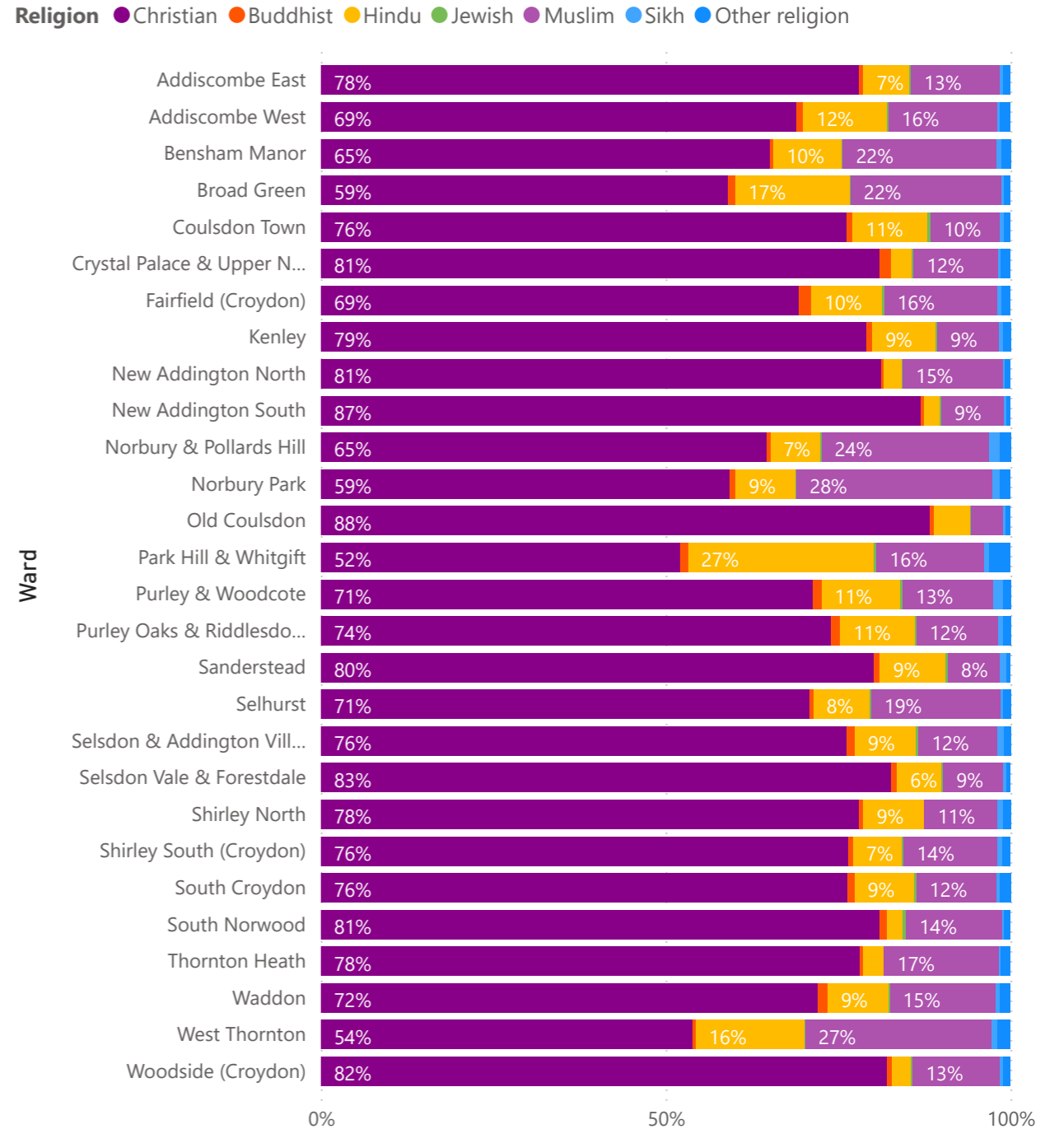
Borough Religious Beliefs



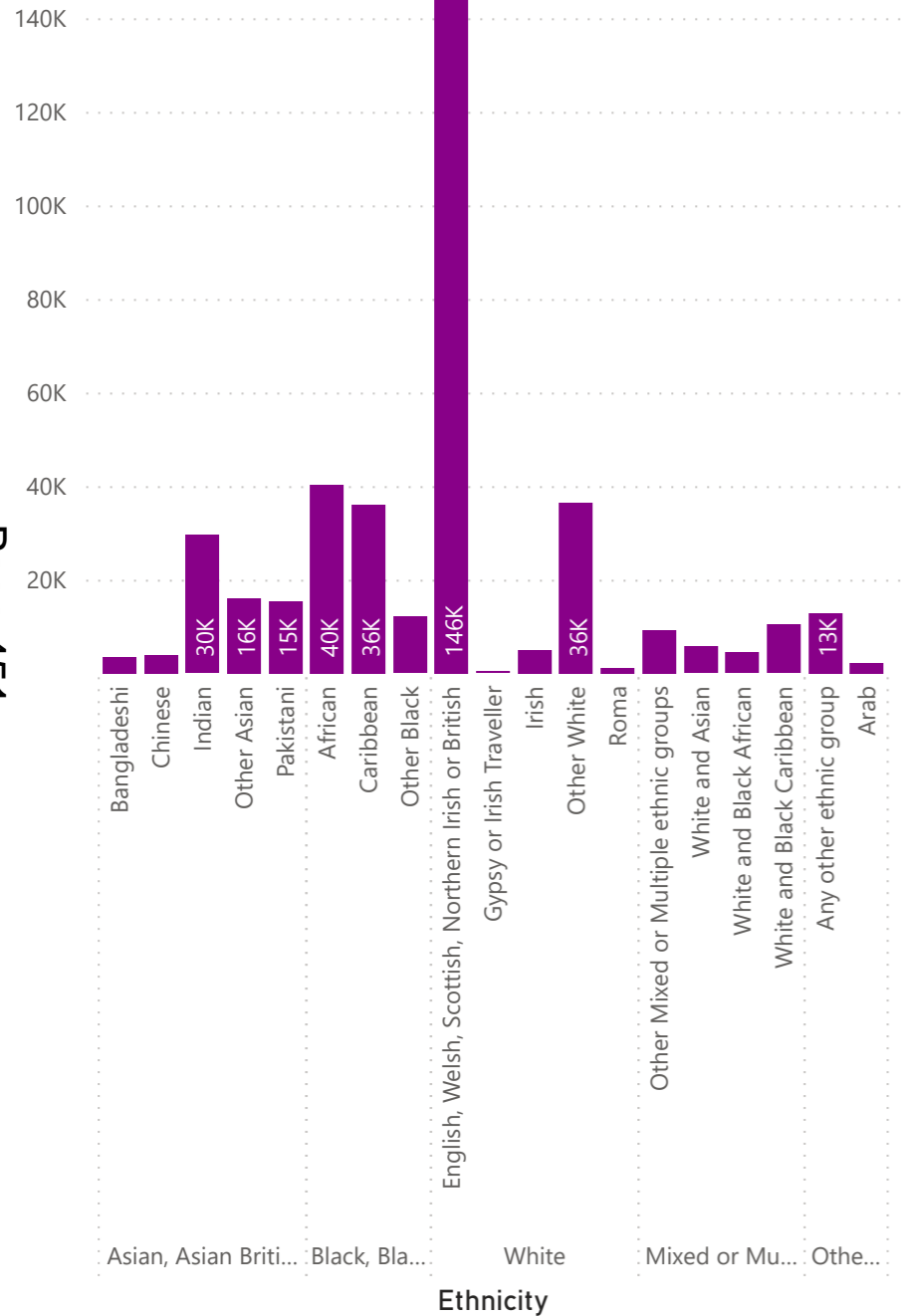
Borough Religions or Beliefs Followed



Religious Belief by Ward

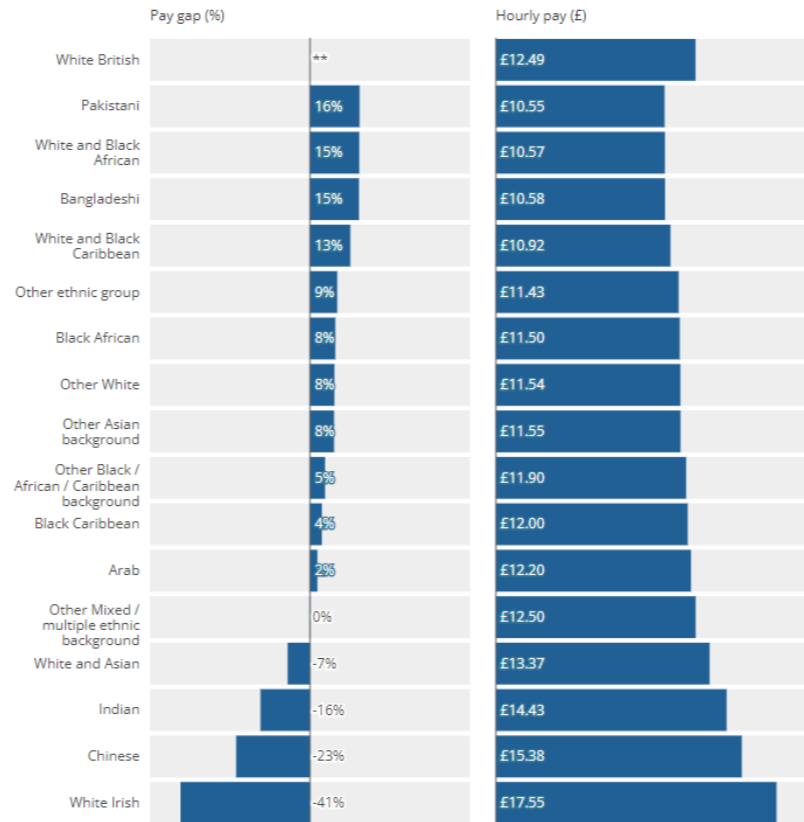


Ethnicity

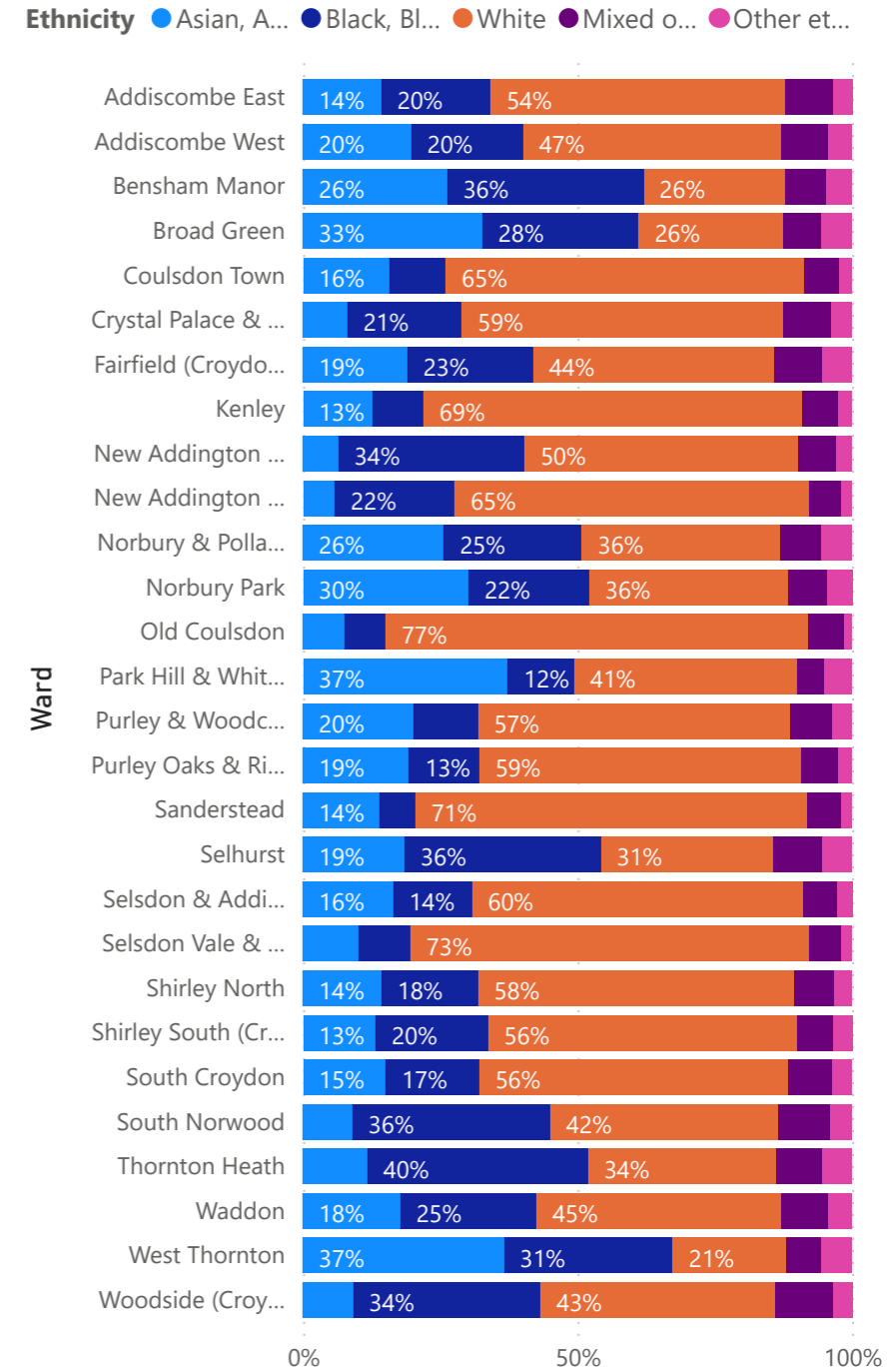


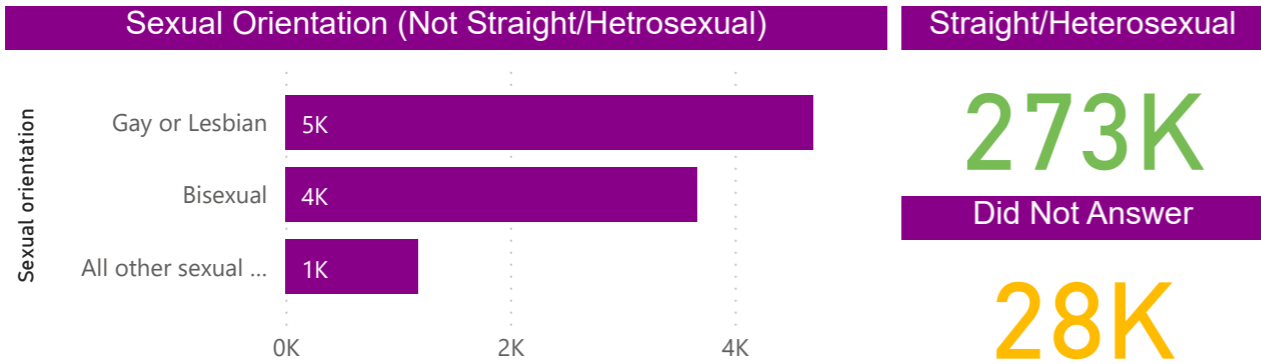
Median Hourly Pay Gap

Median hourly pay and pay gap, 17 ethnic groups, England and Wales, 2019



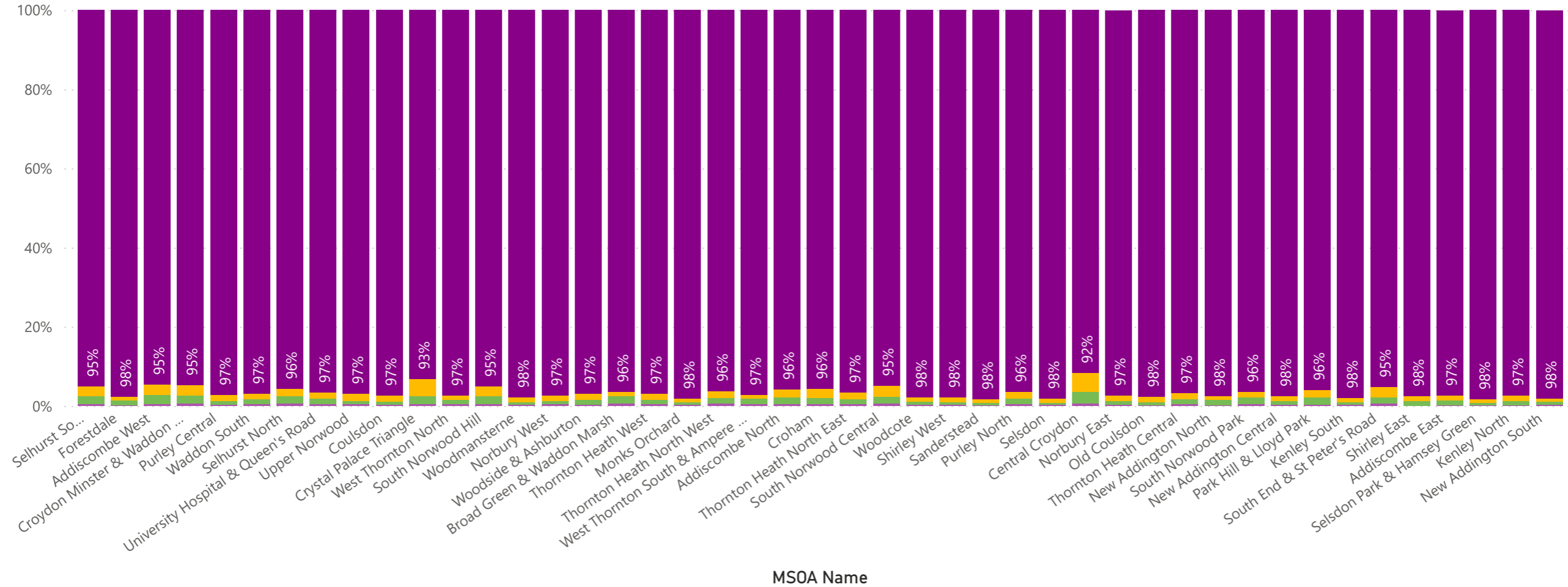
Ethnicity by Ward





Sexual Orientation by MSOA

Sexual orientation ● All other sexual orientations ● Bisexual ● Gay or Lesbian ● Straight or Heterosexual



**Age**

[Age by single year - Office for National Statistics \(ons.gov.uk\)](#)

**Salary Age**

[Earnings and hours worked, UK region by age group - Office for National Statistics \(ons.gov.uk\)](#)

**Disability**

[Earnings and hours worked, UK region by age group - Office for National Statistics \(ons.gov.uk\)](#)

[General health, age-standardised proportions - Office for National Statistics](#)

[Disability, age-standardised proportions - Office for National Statistics](#)

[Raw pay gaps by disability, UK - Office for National Statistics \(ons.gov.uk\)](#)

**Sex**

[Gender pay gap - Office for National Statistics \(ons.gov.uk\)](#)

[Sex - Office for National Statistics \(ons.gov.uk\)](#)

[Gender pay gap in the UK - Office for National Statistics \(ons.gov.uk\)](#)

**Gender Identity**

[Gender identity - Census Maps, ONS](#)

[Gender identity \(detailed\) - Office for National Statistics \(ons.gov.uk\)](#)

**Living Arrangements**

[Living arrangements - Office for National Statistics \(ons.gov.uk\)](#)

**Household Composition**

[Household composition - Office for National Statistics \(ons.gov.uk\)](#)

**Religion**

[Religion - Office for National Statistics \(ons.gov.uk\)](#)

**Ethnicity**

[Ethnicity pay gaps - Office for National Statistics \(ons.gov.uk\)](#)

[Ethnic group - Office for National Statistics \(ons.gov.uk\)](#)

**Sexual Orientation**

[Sexual orientation - Office for National Statistics \(ons.gov.uk\)](#)

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# Equality Analysis Form

## 1. Introduction

### 1.1 Purpose of Equality Analysis

The council has an important role in creating a fair society through the services we provide, the people we employ and the money we spend. Equality is integral to everything the council does. We are committed to making Croydon a stronger, fairer borough where no community or individual is held back.

Undertaking an Equality Analysis helps to determine whether a proposed change will have a positive, negative, or no impact on groups that share a protected characteristic. Conclusions drawn from Equality Analyses helps us to better understand the needs of all our communities, enable us to target services and budgets more effectively and also helps us to comply with the Equality Act 2010.

An equality analysis must be completed as early as possible during the planning stages of any proposed change to ensure information gained from the process is incorporated in any decisions made.

In practice, the term '**proposed change**' broadly covers the following:-

- Policies, strategies and plans;
- Projects and programmes;
- Commissioning (including re-commissioning and de-commissioning);
- Service review;
- Budget allocation/analysis;
- Staff restructures (including outsourcing);
- Business transformation programmes;
- Organisational change programmes;
- Processes (for example thresholds, eligibility, entitlements, and access criteria).

## 2. Proposed change

<b>Directorate</b>	<b>Resources</b>
<b>Title of proposed change</b>	<b>Council Tax Support Recipients</b>
<b>Name of Officer carrying out Equality Analysis</b>	



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

*Briefly summarise the proposed change and why it is being considered/anticipated outcomes. What is meant to achieve and how is it seeking to achieve this? Please also state if it is an amendment to an existing arrangement or a new proposal.*

The council has ceased recovery for residents in receipt of council tax support, this change looks to revert that decision and commence recovery of unpaid council tax.

## 3. Impact of the proposed change

**Important Note:** It is necessary to determine how each of the protected groups could be impacted by the proposed change. Who benefits and how (and who, therefore doesn't and why?) Summarise any positive impacts or benefits, any negative impacts and any neutral impacts and the evidence you have taken into account to reach this conclusion. Be aware that there may be positive, negative and neutral impacts within each characteristic.

Where an impact is unknown, state so. If there is insufficient information or evidence to reach a decision you will need to gather appropriate quantitative and qualitative information from a range of sources e.g. Croydon Observatory a useful source of information such as Borough Strategies and Plans, Borough and Ward Profiles, Joint Strategic Health Needs Assessments <http://www.croydonobservatory.org/> Other sources include performance monitoring reports, complaints, survey data, audit reports, inspection reports, national research and feedback gained through engagement with service users, voluntary and community organisations and contractors.

### 3.1 Deciding whether the potential impact is positive or negative

**Table 1 – Positive/Negative impact**

For each protected characteristic group show whether the impact of the proposed change on service users and/or staff is positive or negative by briefly outlining the nature of the impact in the appropriate column. If it is decided that analysis is not relevant to some groups, this should be recorded and explained. In all circumstances you should list the source of the evidence used to make this judgement where possible.

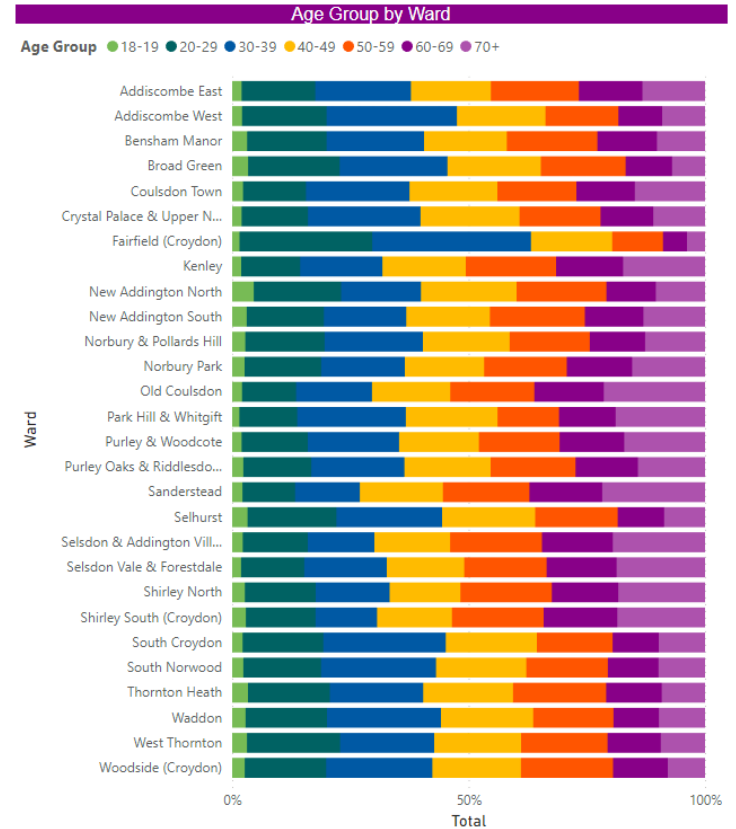
Protected characteristic group(s)	Positive impact	Negative impact	Source of evidence
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Age

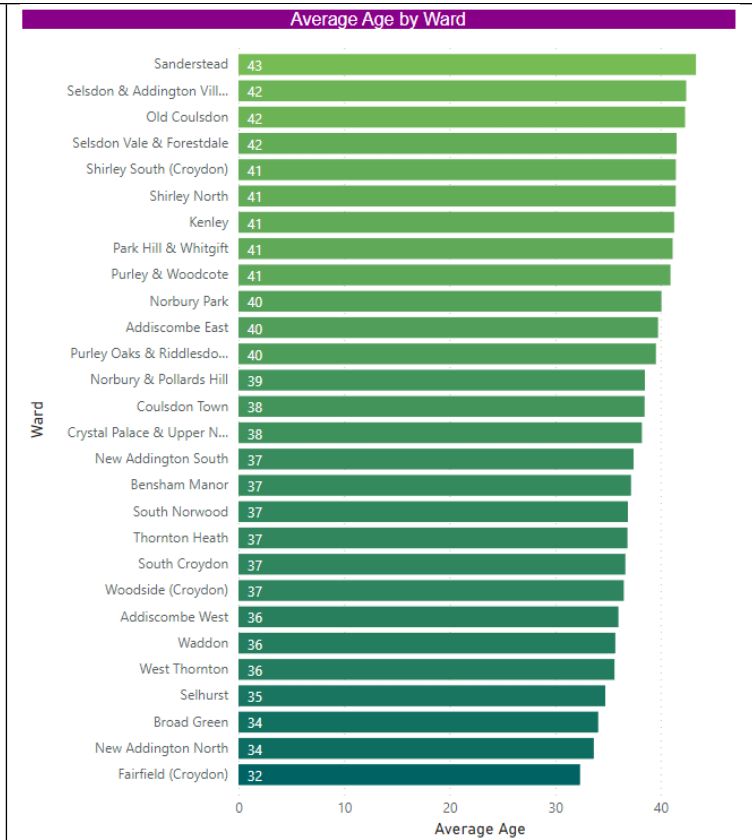
- No positive or negative impacts for this scheme based on age – all residents over the age of 18 may be liable to pay council tax and therefore may be in arrears. Other than being over the age of 18 the DOB of residents is not stored in the council tax system.

None identified that negatively impact this group.

According to the 2021 census, the split of ages across all wards in Croydon are somewhat comparable with each other. An outlier to note is Fairfield has a considerably lower average age than the rest of the borough's wards.



The average age by ward is shown below, again noting Fairfield has the lowest average age.

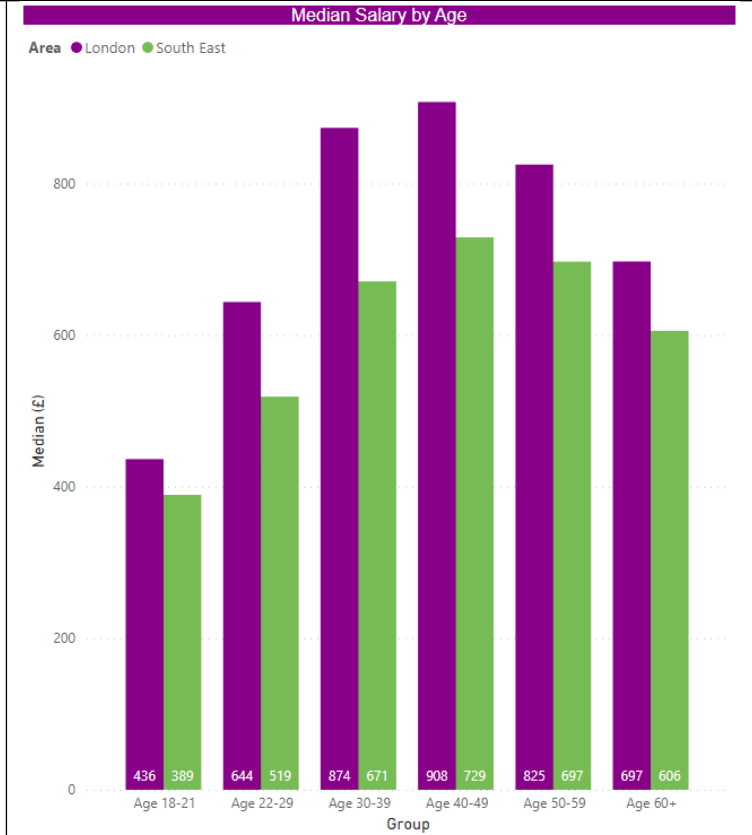


Whilst it is important to review the impact of this scheme across all ages the most important factor to entitlement is having a council tax liability..

**Earnings by age**

Whilst it is difficult to obtain data on Croydon specifically there are datasets available from the ONS which review earnings by age at a higher level.

From the below it is shown that in London and in the South East in full-time employment lower income ages are 18 to 29.



**Sources**

[Earnings and hours worked, UK region by age group - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/earnings/articles/earnings-and-hours-worked-uk-region-by-age-group)

[Age by single year - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/people-in-work/articles/age-by-single-year)

Disability

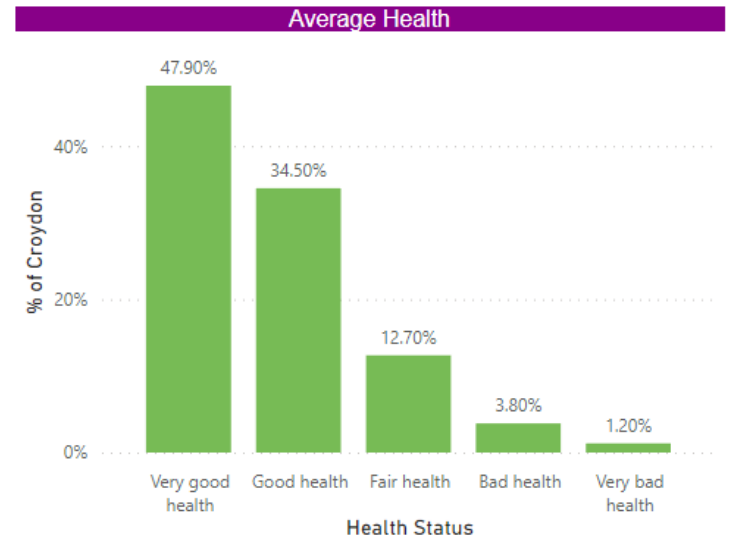
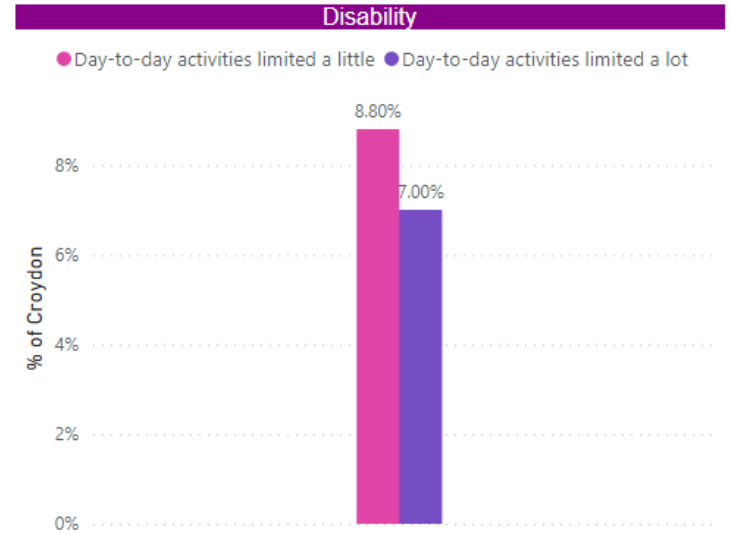
- As noted it is possible that disabled residents are in receipt of more support and therefore less likely to have high arrears.

None identified that negatively impact this group.

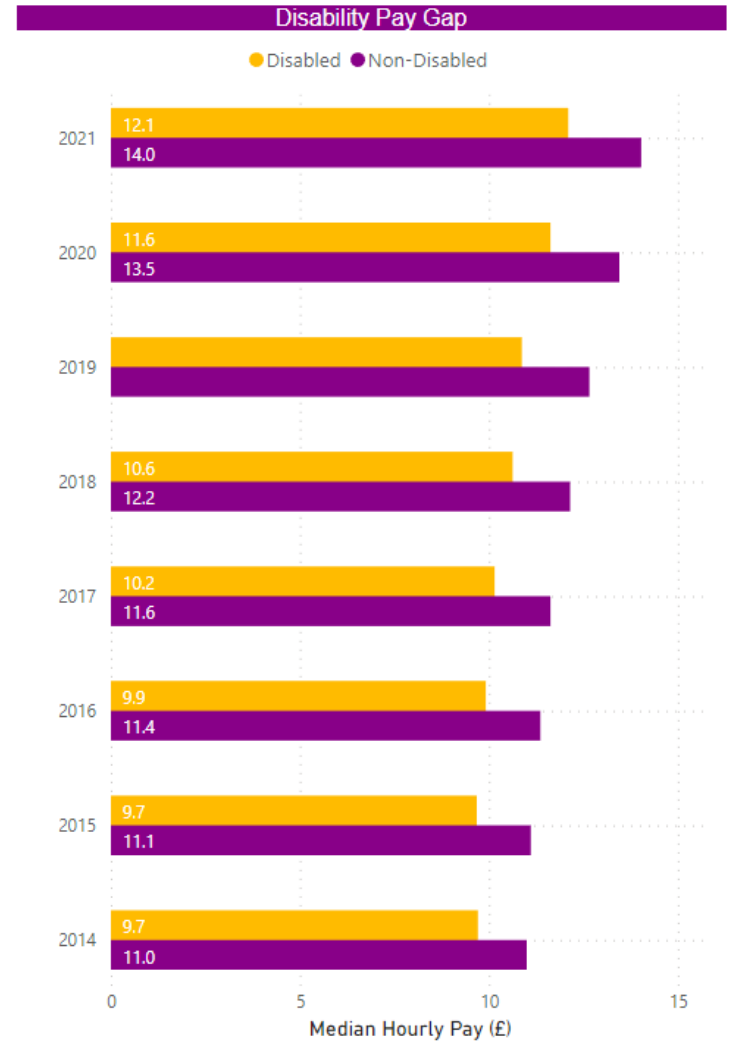
The ONS Census 2021 states that 14.8% of Croydon residents are disabled, a population of 390k would put the disabled population at approximately 58k.

Based on our current Council Tax Support caseload 31% (8.3k) of all our claims are identified as claims where either than claimant or partner as disabled.

Compared the base of Croydon's disabled population this is 14.4% of all disabled residents in receipt of CTS – which would mean they may automatically qualify for support based on their income.



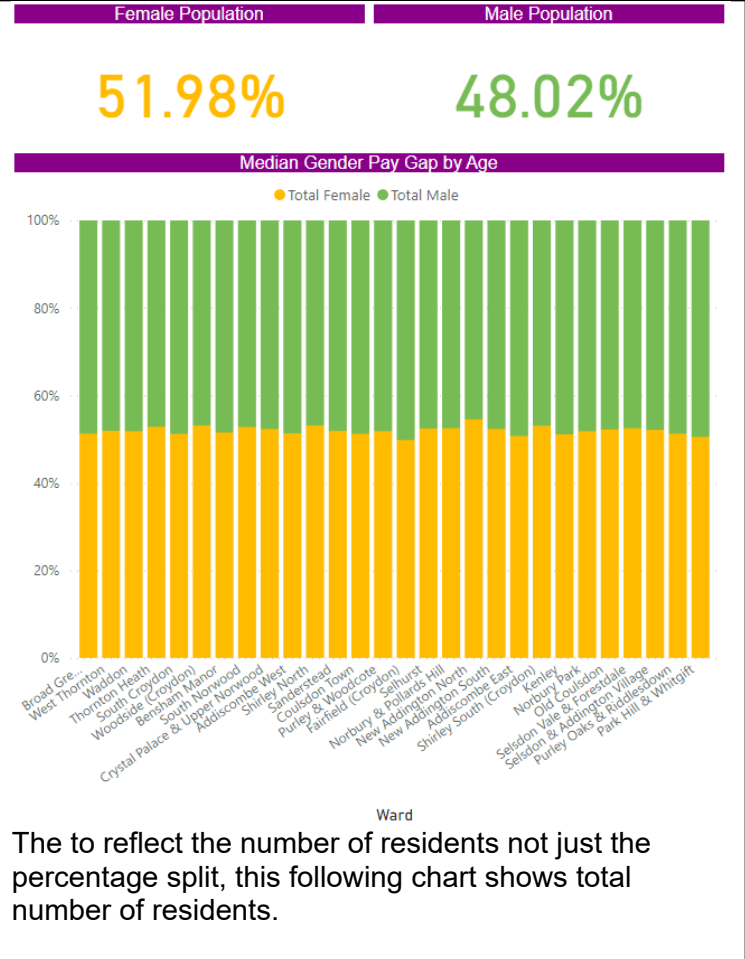
From the above it is noted that most of Croydon, 95.1% consider themselves to be in Fair Health or better.



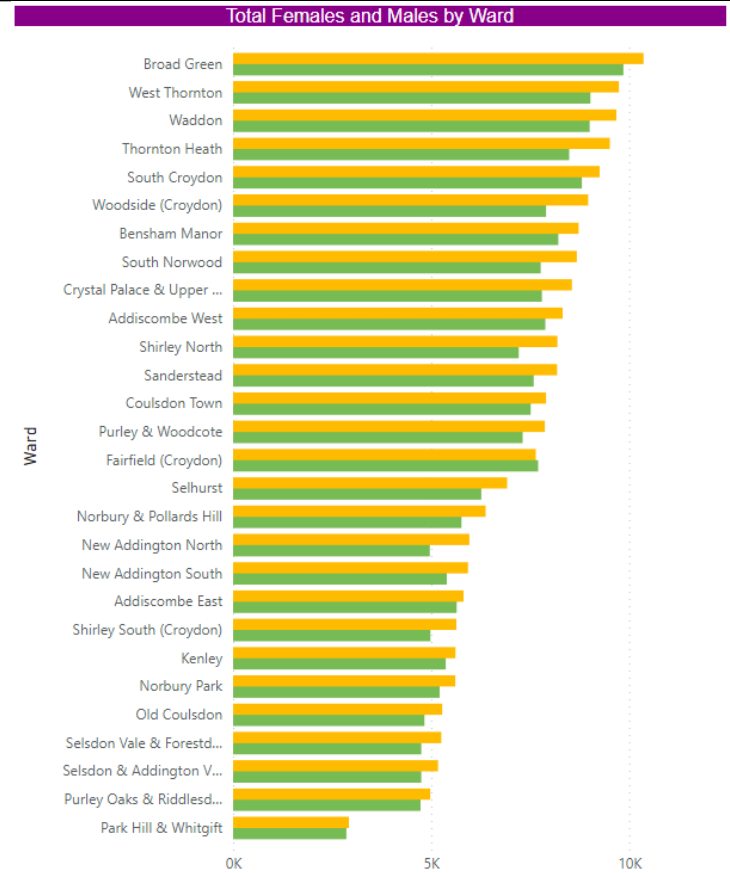
From the chart above it can be seen that having a disability is more likely to mean a lower hourly wage.

However, that is not the case for all disabilities, in fact some disabled categories in 2021 were earning a higher median hourly wage than non-disabled workers.

			<table border="1"> <caption>Disability Pay Gap Data</caption> <thead> <tr> <th>Disability</th> <th>Sum of Median Pay (£)</th> <th>Median Non-Disabled Pay (£)</th> </tr> </thead> <tbody> <tr><td>Difficulty in hearing</td><td>14.7</td><td>14.0</td></tr> <tr><td>Severe disfigurements/skin conditions/allergies</td><td>14.4</td><td>14.0</td></tr> <tr><td>Difficulty in seeing</td><td>14.0</td><td>14.0</td></tr> <tr><td>No long-lasting health condition or not disclosed</td><td>14.0</td><td>14.0</td></tr> <tr><td>Other problems or disabilities</td><td>13.0</td><td>14.0</td></tr> <tr><td>Heart/blood pressure or blood circulation problems</td><td>13.0</td><td>14.0</td></tr> <tr><td>Stomach/liver/kidney or digestion problems</td><td>13.0</td><td>14.0</td></tr> <tr><td>Problems or disabilities connected with back and neck</td><td>12.7</td><td>14.0</td></tr> <tr><td>Progressive illness n.e.c.</td><td>12.6</td><td>14.0</td></tr> <tr><td>Diabetes</td><td>12.5</td><td>14.0</td></tr> <tr><td>Chest or breathing problems/asthma/bronchitis</td><td>12.0</td><td>14.0</td></tr> <tr><td>Problems or disabilities connected with arms or hands</td><td>11.9</td><td>14.0</td></tr> <tr><td>Problems or disabilities connected with legs and feet</td><td>11.8</td><td>14.0</td></tr> <tr><td>Depression/bad nerves or anxiety</td><td>11.5</td><td>14.0</td></tr> <tr><td>Mental illness or other nervous disorders</td><td>10.9</td><td>14.0</td></tr> <tr><td>Epilepsy</td><td>10.5</td><td>14.0</td></tr> <tr><td>Severe or specific learning difficulties</td><td>9.9</td><td>14.0</td></tr> <tr><td>Autism</td><td>9.3</td><td>14.0</td></tr> </tbody> </table>	Disability	Sum of Median Pay (£)	Median Non-Disabled Pay (£)	Difficulty in hearing	14.7	14.0	Severe disfigurements/skin conditions/allergies	14.4	14.0	Difficulty in seeing	14.0	14.0	No long-lasting health condition or not disclosed	14.0	14.0	Other problems or disabilities	13.0	14.0	Heart/blood pressure or blood circulation problems	13.0	14.0	Stomach/liver/kidney or digestion problems	13.0	14.0	Problems or disabilities connected with back and neck	12.7	14.0	Progressive illness n.e.c.	12.6	14.0	Diabetes	12.5	14.0	Chest or breathing problems/asthma/bronchitis	12.0	14.0	Problems or disabilities connected with arms or hands	11.9	14.0	Problems or disabilities connected with legs and feet	11.8	14.0	Depression/bad nerves or anxiety	11.5	14.0	Mental illness or other nervous disorders	10.9	14.0	Epilepsy	10.5	14.0	Severe or specific learning difficulties	9.9	14.0	Autism	9.3	14.0
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Sex	None identified that positively impact this group.	None identified that negatively impact this group.	<p>Croydon is split 52% female and 48% male according to the ONS Census from 2021.</p> <p>As shown below, broken down by ward, every ward in Croydon has a higher population of females than males with exception to Fairfield.</p>																																																									





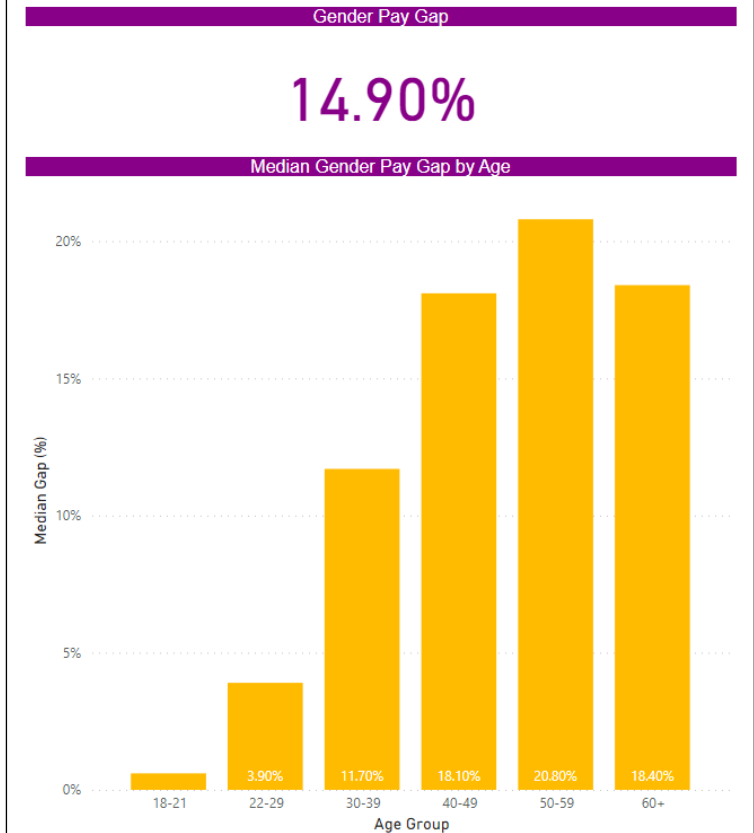


With the split of females just out-weighting males it can be determined that so far these equal impact to males and females as this scheme places no weight or eligibility criteria on sex.

However, when reviewing the elements of the scheme that do have criteria set against them, income, it is known from the data below (ONS Gender Pay Gap 2022) that males will be sooner excluded that females due to males receiving higher levels of remuneration when compared to females in the same field.

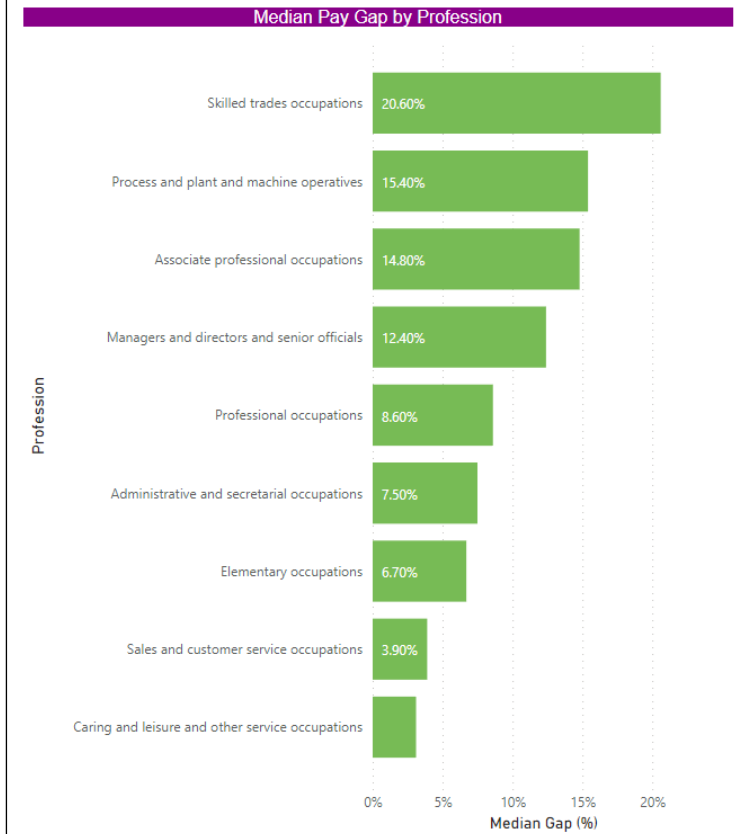
This is further confirmed when looking at age of males and females as well.

This first metric and chart shows that males are earning 14.9% more income for the same employment as women. When looked at by age it is clear to see that females under 30 are paid closer to 4% less than males and females over 40 are paid closed to 20% less than males. Based on this is it could be said that employed males over 40 are likely to be earning more than females and therefore sooner excluded from this scheme.



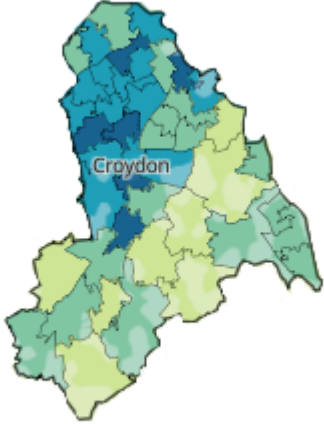
However, if looking at the pay gap on an occupation bases rather than an age basis there are certain professions where the gap is reduced to nil, such as retail work and bar work. The chart below shows that

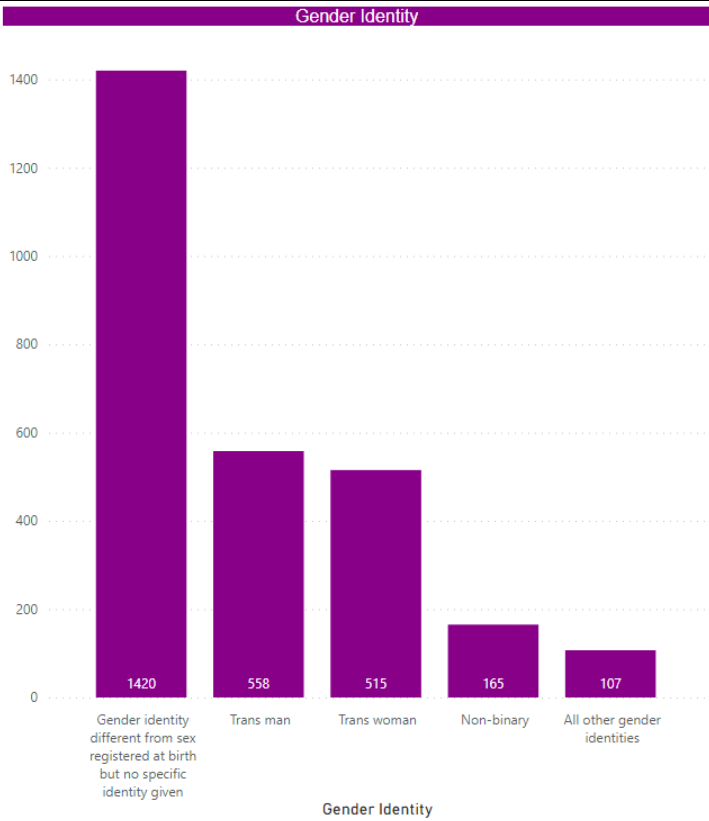
occupations like skilled trades and process/plan and machine operators are paid 15-20% more if the employee is male.

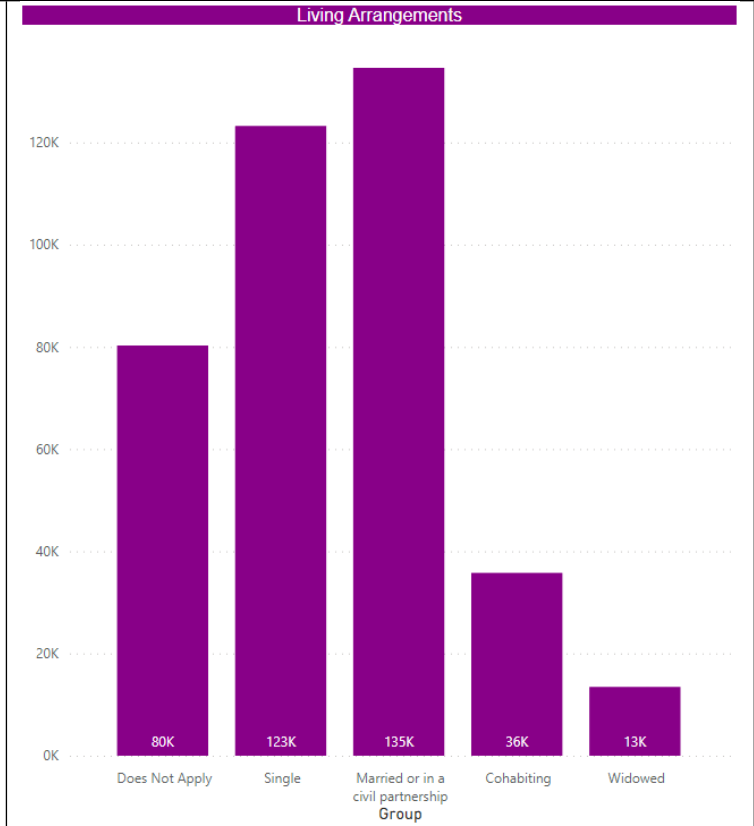


The ONS data does go on to confirm that there are certain occupations such as medical secretaries, information technology trainer, chartered surveyors and dancers or choreographers which are paid at a higher rate to females to males.

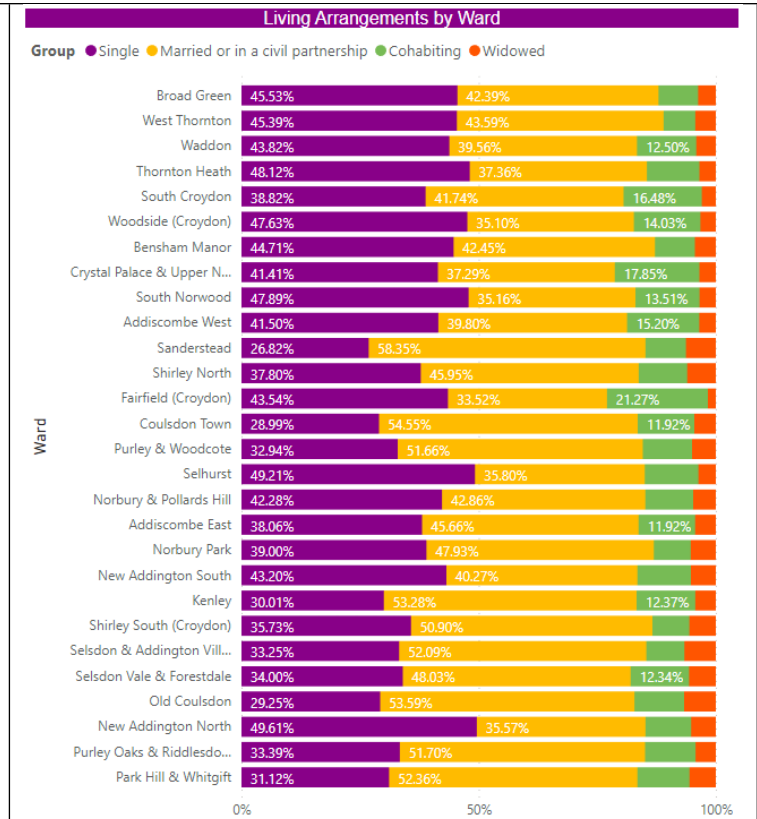
Looking at household composition would also need to be considered to balance income limits fairly. For example, a “male-female” household would have equal income opportunity to other “male-female” households. “Male-male” households would have higher income

			opportunity than “male-female” and “female-female” households.
Gender Reassignment	<ul style="list-style-type: none"><li>• None identified that positively impact this group.</li></ul>	<ul style="list-style-type: none"><li>• None identified that negatively impact this group.</li></ul>	<p>Croydon’s available data for Gender Reassignment comes only from the ONS Census 2021.</p> <p>From that data 0.89% of Croydon residents identify as a gender different from sex registered at birth.</p> <p>With higher populations in Central Croydon and North Croydon, area to note are Broad Green &amp; Waddon (1.86%), Purely North (1.56%), Selhurst South &amp; West Croydon (1.49%) and Thornton Heath North West (1.48%).</p> <p>This can be seen from the map shown below.</p> <p style="text-align: center;">Gender Identity Different from Birth</p>  <p style="text-align: center;">0.02% 0.43% 0.82% 1.39% 2.73% 8.12%</p> <p>A further breakdown can be seen from the ONS data of transgender and non-binary groups as well.</p>

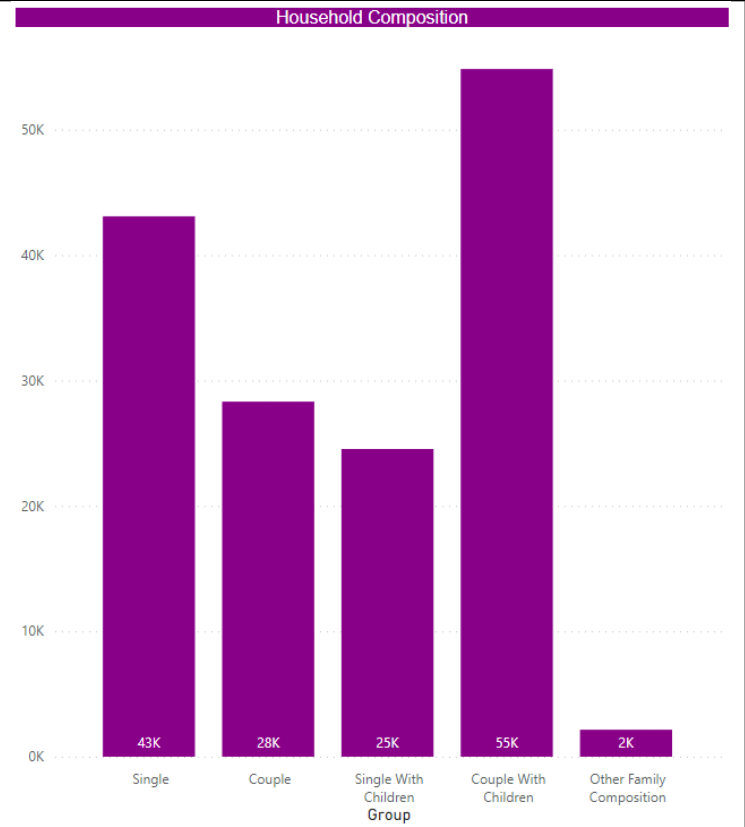
			 <table border="1"> <caption>Gender Identity</caption> <thead> <tr> <th>Gender Identity</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Gender identity different from sex registered at birth but no specific identity given</td> <td>1420</td> </tr> <tr> <td>Trans man</td> <td>558</td> </tr> <tr> <td>Trans woman</td> <td>515</td> </tr> <tr> <td>Non-binary</td> <td>165</td> </tr> <tr> <td>All other gender identities</td> <td>107</td> </tr> </tbody> </table>	Gender Identity	Count	Gender identity different from sex registered at birth but no specific identity given	1420	Trans man	558	Trans woman	515	Non-binary	165	All other gender identities	107
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Gender identity different from sex registered at birth but no specific identity given	1420														
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Trans woman	515														
Non-binary	165														
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<p>Marriage or Civil Partnership</p>	<ul style="list-style-type: none"> <li>• None identified that positively impact this group.</li> </ul>	<ul style="list-style-type: none"> <li>• None identified that negatively impact this group.</li> </ul>	<p>The council does not hold data about Marriage or Civil Partnerships for the purposes of administering council tax, however, ONS data is available for the living arrangements of the borough.</p> <p>From the below it can be seen that the majority of Croydon residents are married, in civil partnerships or co-habiting.</p>												



Broken into wards and excluding those that answered the census “do not apply”, it can be seen that there are high rates of single living arrangements in Fairfield, Thornton Heath, Selhurst and New Addington North.

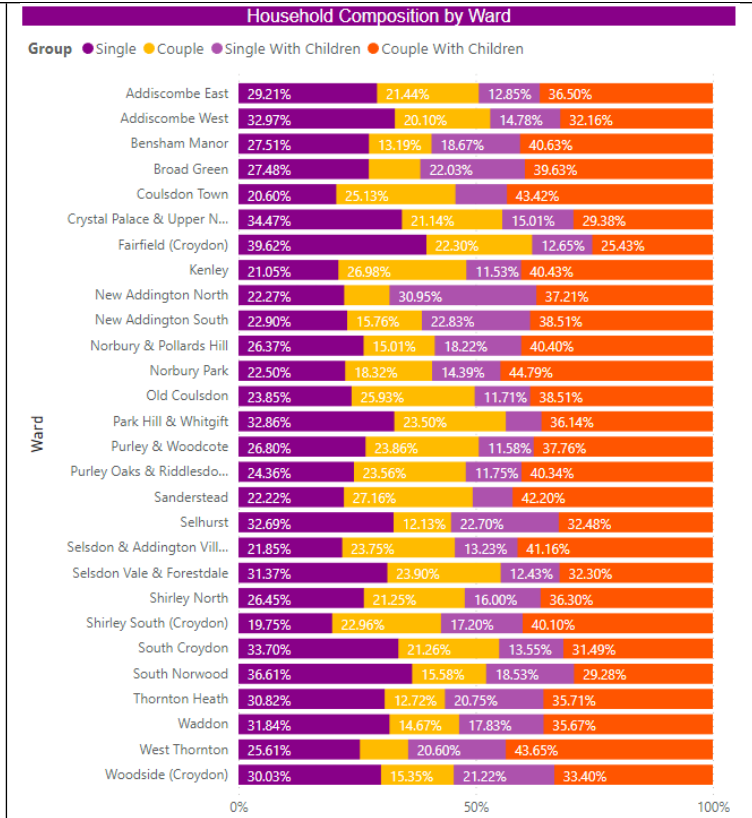


Further to this, a review has also been completed of the household composition data from the ONS which shows that the majority of households in Croydon are couples or couples with children.



Breaking this down to borough wards the areas of high singles without children, which are proposed to be excluded from this scheme, are Fairfield, Selhurst and South Norwood.





Originally it looked as though New Addington North would see some exclusion but when looking at the household composition a lot of singles are likely to be included as they are single parent families.

Religion or belief

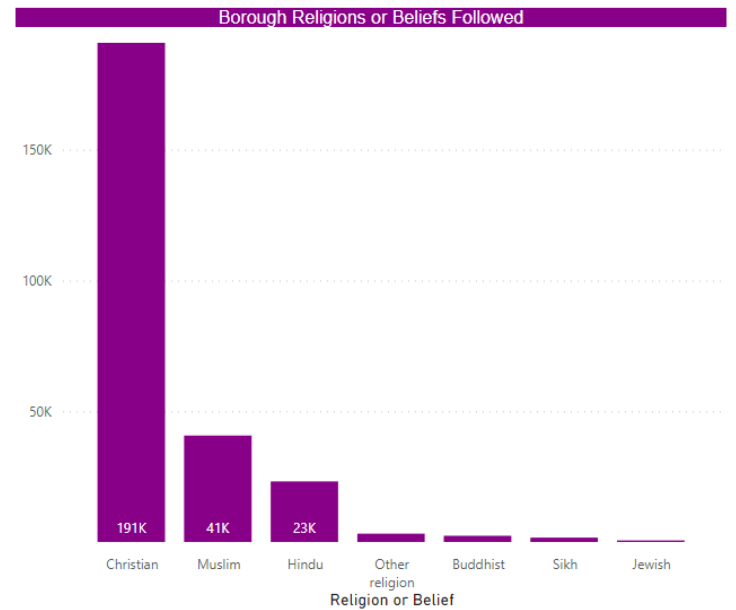
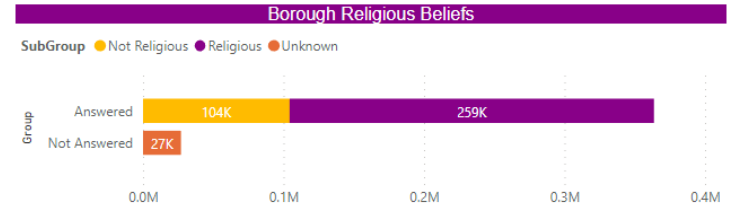
- None identified that positively impact this group.

- None identified that negatively impact this group.

Croydon does not need to hold religious or belief data for the purposes of administering council tax but must consider the impacts of these groups when making decisions on how it is to administer it.

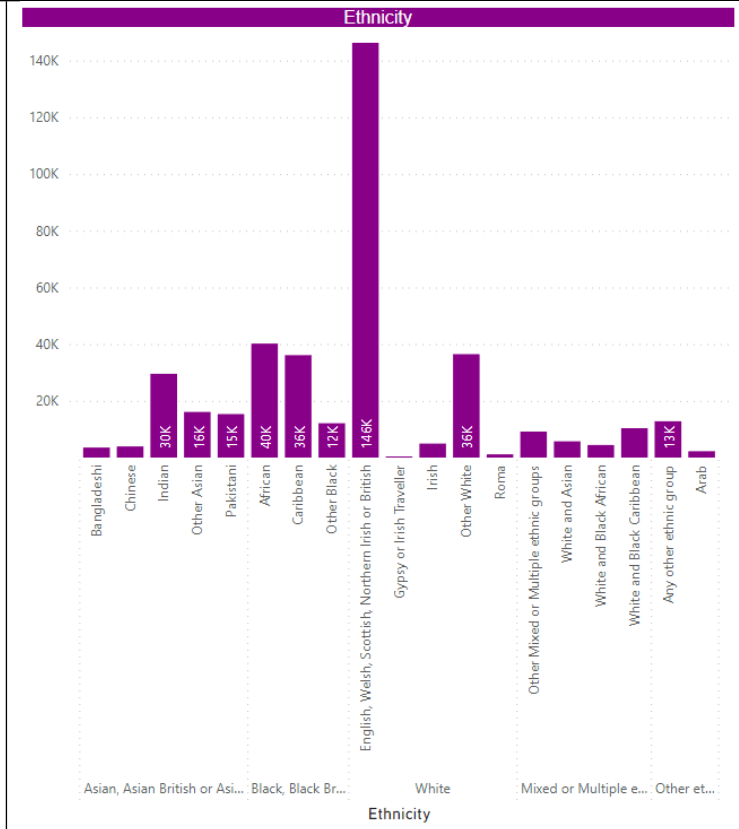
Looking to the ONS Census data for Croydon it can be said that of the 390k respondents 93% provided religious or belief answers.

Of those that answered in Croydon 29% have declared they are not religious. Compared with 71% (259k) of residents stating they do hold a religious belief. The chart below shows that breakdown and what religion or belief those that answered follow.

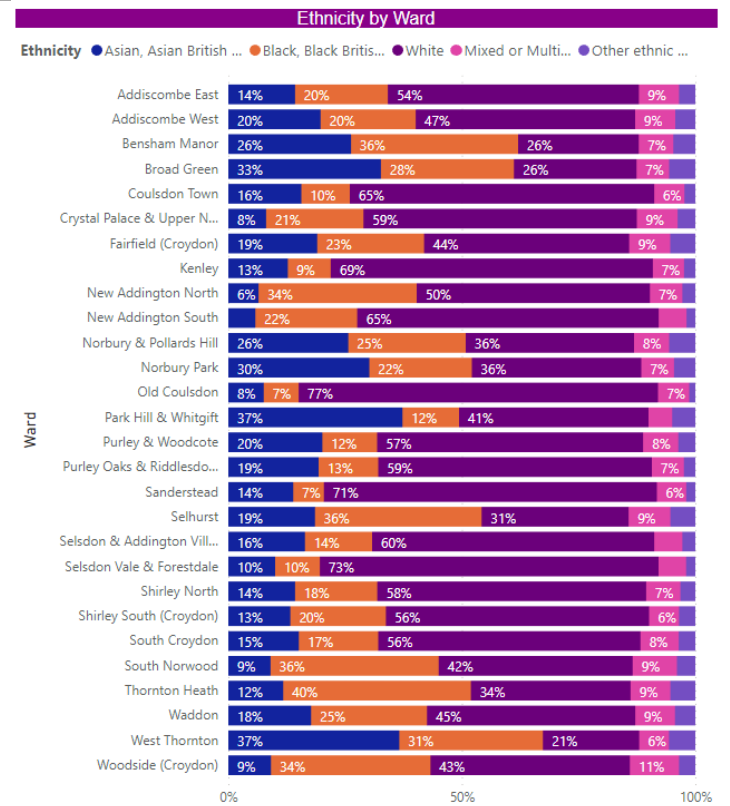


Breaking this down to specific religions followed in each ward, as the chart above would indicate there is always a strong Christian presence in every ward.

			<p><b>Living Arrangements by Ward</b></p> <p>Religion: Christian (Purple), Buddhist (Orange), Hindu (Yellow), Jewish (Green), Muslim (Blue), Sikh (Light Blue), Other religion (Dark Blue)</p> <table border="1"> <thead> <tr> <th>Ward</th> <th>Christian</th> <th>Buddhist</th> <th>Hindu</th> <th>Jewish</th> <th>Muslim</th> <th>Sikh</th> <th>Other religion</th> </tr> </thead> <tbody> <tr><td>Addiscombe East</td><td>78%</td><td></td><td>7%</td><td></td><td>13%</td><td></td><td></td></tr> <tr><td>Addiscombe West</td><td>69%</td><td></td><td>12%</td><td></td><td>16%</td><td></td><td></td></tr> <tr><td>Bensham Manor</td><td>65%</td><td></td><td>10%</td><td></td><td>22%</td><td></td><td></td></tr> <tr><td>Broad Green</td><td>59%</td><td></td><td>17%</td><td></td><td>22%</td><td></td><td></td></tr> <tr><td>Coulsdon Town</td><td>76%</td><td></td><td>11%</td><td></td><td>10%</td><td></td><td></td></tr> <tr><td>Crystal Palace &amp; Upper N...</td><td>81%</td><td></td><td></td><td></td><td>12%</td><td></td><td></td></tr> <tr><td>Fairfield (Croydon)</td><td>69%</td><td></td><td>10%</td><td></td><td>16%</td><td></td><td></td></tr> <tr><td>Kenley</td><td>79%</td><td></td><td>9%</td><td></td><td>9%</td><td></td><td></td></tr> <tr><td>New Addington North</td><td>81%</td><td></td><td></td><td></td><td>15%</td><td></td><td></td></tr> <tr><td>New Addington South</td><td>87%</td><td></td><td></td><td></td><td>9%</td><td></td><td></td></tr> <tr><td>Norbury &amp; Pollards Hill</td><td>65%</td><td></td><td>7%</td><td></td><td>24%</td><td></td><td></td></tr> <tr><td>Norbury Park</td><td>59%</td><td></td><td>9%</td><td></td><td>28%</td><td></td><td></td></tr> <tr><td>Old Coulsdon</td><td>88%</td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Park Hill &amp; Whitgift</td><td>52%</td><td></td><td>27%</td><td></td><td>16%</td><td></td><td></td></tr> <tr><td>Purley &amp; Woodcote</td><td>71%</td><td></td><td>11%</td><td></td><td>13%</td><td></td><td></td></tr> <tr><td>Purley Oaks &amp; Riddlesdo...</td><td>74%</td><td></td><td>11%</td><td></td><td>12%</td><td></td><td></td></tr> <tr><td>Sanderstead</td><td>80%</td><td></td><td>9%</td><td></td><td>8%</td><td></td><td></td></tr> <tr><td>Selhurst</td><td>71%</td><td></td><td>8%</td><td></td><td>19%</td><td></td><td></td></tr> <tr><td>Selsdon &amp; Addington Vill...</td><td>76%</td><td></td><td>9%</td><td></td><td>12%</td><td></td><td></td></tr> <tr><td>Selsdon Vale &amp; Forestdale</td><td>83%</td><td></td><td>6%</td><td></td><td>9%</td><td></td><td></td></tr> <tr><td>Shirley North</td><td>78%</td><td></td><td>9%</td><td></td><td>11%</td><td></td><td></td></tr> <tr><td>Shirley South (Croydon)</td><td>76%</td><td></td><td>7%</td><td></td><td>14%</td><td></td><td></td></tr> <tr><td>South Croydon</td><td>76%</td><td></td><td>9%</td><td></td><td>12%</td><td></td><td></td></tr> <tr><td>South Norwood</td><td>81%</td><td></td><td></td><td></td><td>14%</td><td></td><td></td></tr> <tr><td>Thornton Heath</td><td>78%</td><td></td><td></td><td></td><td>17%</td><td></td><td></td></tr> <tr><td>Waddon</td><td>72%</td><td></td><td>9%</td><td></td><td>15%</td><td></td><td></td></tr> <tr><td>West Thornton</td><td>54%</td><td></td><td>16%</td><td></td><td>27%</td><td></td><td></td></tr> <tr><td>Woodside (Croydon)</td><td>82%</td><td></td><td></td><td></td><td>13%</td><td></td><td></td></tr> </tbody> </table>	Ward	Christian	Buddhist	Hindu	Jewish	Muslim	Sikh	Other religion	Addiscombe East	78%		7%		13%			Addiscombe West	69%		12%		16%			Bensham Manor	65%		10%		22%			Broad Green	59%		17%		22%			Coulsdon Town	76%		11%		10%			Crystal Palace & Upper N...	81%				12%			Fairfield (Croydon)	69%		10%		16%			Kenley	79%		9%		9%			New Addington North	81%				15%			New Addington South	87%				9%			Norbury & Pollards Hill	65%		7%		24%			Norbury Park	59%		9%		28%			Old Coulsdon	88%							Park Hill & Whitgift	52%		27%		16%			Purley & Woodcote	71%		11%		13%			Purley Oaks & Riddlesdo...	74%		11%		12%			Sanderstead	80%		9%		8%			Selhurst	71%		8%		19%			Selsdon & Addington Vill...	76%		9%		12%			Selsdon Vale & Forestdale	83%		6%		9%			Shirley North	78%		9%		11%			Shirley South (Croydon)	76%		7%		14%			South Croydon	76%		9%		12%			South Norwood	81%				14%			Thornton Heath	78%				17%			Waddon	72%		9%		15%			West Thornton	54%		16%		27%			Woodside (Croydon)	82%				13%		
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Race	<ul style="list-style-type: none"> <li>None identified that positively impact this group.</li> </ul>		<p>Croydon is a diverse borough with many ethnic groups being represented throughout.</p> <p>The latest data from the ONS reveals that the group with the highest number of residents is White, which contains a few different groups as detailed in the chart below.</p>																																																																																																																																																																																																																																								



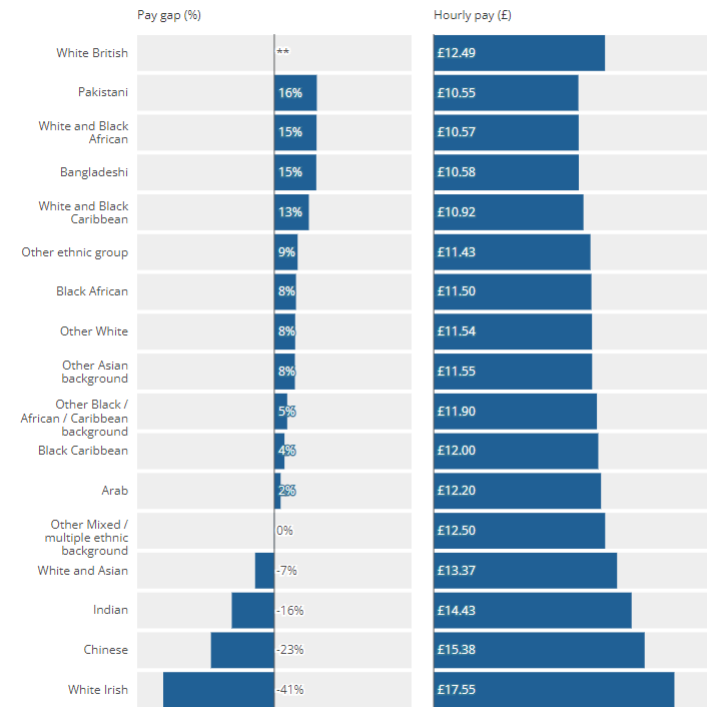
To determine if this is a representative picture of all areas of Croydon this data has also been reviewed at a ward level as well. This is shown in the chart below.



As mentioned, this scheme does make no reference to ethnicity in terms of eligibility but does make reference to income.

The below shows the ONS 2019 annual population survey which highlights that many ethnicities, when compared to the White British population are earning less at the same job. There are some ethnicities where earnings are higher than that of the White British counterpart.

Median hourly pay and pay gap, 17 ethnic groups, England and Wales, 2019



Source: Office for National Statistics - Annual Population Survey

This data is representative of the entire population, not just Croydon, an assumption has to be made that Croydon is on par with national averages.

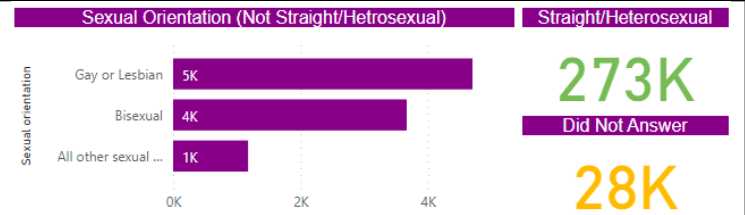
The Sexual Orientation

- None identified that positively impact this group.

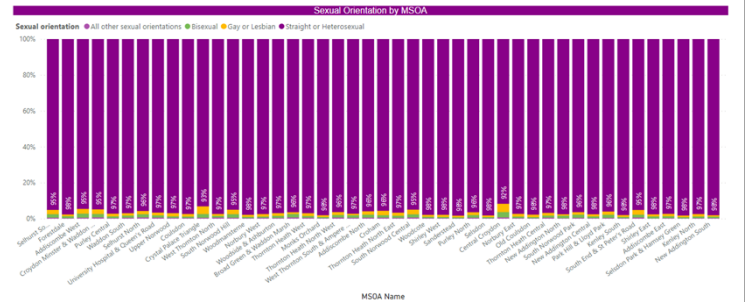
- None identified that negatively impact this group.

The ONS Census from 2021 is the available data for Croydon on sexual orientation.

From this data a summary of Croydon is as follows:



The data available from the ONS does not breakdown by ward but has geographical data at a lower level. That detail is displayed below.



As this scheme does focus on a households income it would be right to review the earning opportunity depending on sexual orientation. However, finding reliable data from government, or nation sources, at the same level of depth that has been applied to gender and ethnicity pay gaps has been difficult for sexual orientation pay gaps.

There are individual companies and organisation that have made assessments of their businesses and published their findings.

For example PwC noted a 20.4% gap in their annual report.

[Annual Report 2022 - Inclusion and diversity - PwC UK](#)

There are other reports that have been published globally and in the UK that support this picture that

			gay, lesbian and bi-sexual workers are earning less than their straight counterparts.
Pregnancy or Maternity	<ul style="list-style-type: none"> <li>None identified that positively impact this group.</li> </ul>	<ul style="list-style-type: none"> <li>None identified that negatively impact this group.</li> </ul>	Unless a resident is claiming Council Tax Support and declares their maternity income the council does not have a way of identifying, or sizing, the number of residents that are pregnant or on maternity.

**Important note:** You must act to eliminate any potential negative impact which, if it occurred would breach the Equality Act 2010. In some situations this could mean abandoning your proposed change as you may not be able to take action to mitigate all negative impacts.

When you act to reduce any negative impact or maximise any positive impact, you must ensure that this does not create a negative impact on service users and/or staff belonging to groups that share protected characteristics. **Please use table 4 to record actions that will be taken to remove or minimise any potential negative impact**



### 3.2 Additional information needed to determine impact of proposed change

**Table 2 – Additional information needed to determine impact of proposed change**

If you need to undertake further research and data gathering to help determine the likely impact of the proposed change, outline the information needed in this table. Please use the table below to describe any consultation with stakeholders and summarise how it has influenced the proposed change. Please attach evidence or provide link to appropriate data or reports:		
<b>Additional information needed and or Consultation Findings</b>	<b>Information source</b>	<b>Date for completion</b>
All research and data is included in the "EQIA Data Pack"	Data pack included	

For guidance and support with consultation and engagement visit <https://intranet.croydon.gov.uk/working-croydon/communications/consultation-and-engagement/starting-engagement-or-consultation>

### 3.3 Impact scores

#### Example

If we are going to reduce parking provision in a particular location, officers will need to assess the equality impact as follows;

1. Determine the Likelihood of impact. You can do this by using the key in table 5 as a guide, for the purpose of this example, the likelihood of impact score is 2 (likely to impact)
2. Determine the Severity of impact. You can do this by using the key in table 5 as a guide, for the purpose of this example, the Severity of impact score is also 2 (likely to impact )
3. Calculate the equality impact score using table 4 below and the formula **Likelihood x Severity** and record it in table 5, for the purpose of this example - **Likelihood (2) x Severity (2) = 4**

Table 4 – Equality Impact Score

<b>Severity of Impact</b>	3	3	6	9
	2	2	4	6
	1	1	2	3
		1	2	3
	<b>Likelihood of Impact</b>			

#### Key

Risk Index	Risk Magnitude
6 – 9	High
3 – 5	Medium
1 – 3	Low

**Table 3 – Impact scores**

<b>Column 1</b>  <b>PROTECTED GROUP</b>	<b>Column 2</b>  <b>LIKELIHOOD OF IMPACT SCORE</b>  Use the key below to <b>score</b> the <b>likelihood</b> of the proposed change impacting each of the protected groups, by inserting either 1, 2, or 3 against each protected group.  <b>1 = Unlikely to impact</b> <b>2 = Likely to impact</b> <b>3 = Certain to impact</b>	<b>Column 3</b>  <b>SEVERITY OF IMPACT SCORE</b>  Use the key below to <b>score</b> the <b>severity</b> of impact of the proposed change on each of the protected groups, by inserting either 1, 2, or 3 against each protected group.  <b>1 = Unlikely to impact</b> <b>2 = Likely to impact</b> <b>3 = Certain to impact</b>	<b>Column 4</b>  <b>EQUALITY IMPACT SCORE</b>  Calculate the <b>equality impact score</b> for each protected group by multiplying scores in column 2 by scores in column 3. Enter the results below against each protected group.  <b>Equality impact score = likelihood of impact score x severity of impact score.</b>
Age	1	1	1
Disability	1	1	1
Gender	1	1	1
Gender reassignment	1	1	1
Marriage / Civil Partnership	1	1	1
Race	1	1	1
Religion or belief	1	1	1
Sexual Orientation	1	1	1
Pregnancy or Maternity	1	1	1

## 4. Statutory duties

### 4.1 Public Sector Duties

Tick the relevant box(es) to indicate whether the proposed change will adversely impact the Council's ability to meet any of the Public Sector Duties in the Equality Act 2010 set out below.

Advancing equality of opportunity between people who belong to protected groups

Eliminating unlawful discrimination, harassment and victimisation

Fostering good relations between people who belong to protected characteristic groups

**Important note:** If the proposed change adversely impacts the Council's ability to meet any of the Public Sector Duties set out above, mitigating actions must be outlined in the Action Plan in section 5 below.

## 5. Action Plan to mitigate negative impacts of proposed change

**Important note:** Describe what alternatives have been considered and/or what actions will be taken to remove or minimise any potential negative impact identified in Table 1. Attach evidence or provide link to appropriate data, reports, etc:

**Table 4 – Action Plan to mitigate negative impacts**

Complete this table to show any negative impacts identified for service users and/or staff from protected groups, and planned actions mitigate them.				
Protected characteristic	Negative impact	Mitigating action(s)	Action owner	Date for completion
Disability	None			
Age	None			
Sex (gender)	None			
Race	None			
Sexual orientation	None			

## Equality Analysis

Gender reassignment	None			
Religion or belief	None			
Pregnancy or maternity	None			
Marriage/civil partnership	None			

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## 6. Decision on the proposed change

Based on the information outlined in this Equality Analysis enter **X** in column 3 (**Conclusion**) alongside the relevant statement to show your conclusion.

Decision	Definition	Conclusion - Mark 'X' below
No major change	<p>Our analysis demonstrates that the policy is robust. The evidence shows no potential for discrimination and we have taken all opportunities to advance equality and foster good relations, subject to continuing monitoring and review. <b>If you reach this conclusion, state your reasons and briefly outline the evidence used to support your decision.</b></p> <p><b>Reason:</b></p> <p>The scheme has no potential for discrimination in itself, the proposed change only seeks to revert back to a pre-covid state where council tax recovery for CTS residents was in place and would therefore be inline with all other recovery across the borough.</p> <p>The council will also seek the most effective recovery for residents and uses the recovery cycle decision tree to help aid that process. This means that if a resident is in arrears and a liability order is granted to recover those arrears and no arrangement has been made with the resident, then in the first instance a check for an attachable benefit is completed and an attachment to that benefit submitted. This ensures the most manageable payments are made – rather than cases going to enforcement agents where larger instalments may be asked for.</p> <p>If no attachable benefit is possible but the resident is working, then an attachment of earnings can be sought.</p> <p>And in the last instance a referral to enforcement agents would be made in the final case, all enforcement agents have welfare training and identify where welfare issues are in play and can return debts to the council if they feel it is not the right recovery process for that residents due to vulnerabilities. The enforcement agents also have help available to residents, one example is a discretionary fund that they can use to clear or part clear residents' debts where they feel there is a good case to help that resident break the cycle of debt. This is their own funds, not council provided.</p>	<b>X</b>
Adjust the proposed change	We will take steps to lessen the impact of the proposed change should it adversely impact the Council's ability to meet any of the Public Sector Duties set out under section 4 above, remove barriers or better promote equality. We are going to	

## Equality Analysis

	take action to ensure these opportunities are realised. <b>If you reach this conclusion, you must outline the actions you will take in Action Plan in section 5 of the Equality Analysis form</b>	
Continue the proposed change	We will adopt or continue with the change, despite potential for adverse impact or opportunities to lessen the impact of discrimination, harassment or victimisation and better advance equality and foster good relations between groups through the change. However, we are not planning to implement them as we are satisfied that our project will not lead to unlawful discrimination and there are justifiable reasons to continue as planned. <b>If you reach this conclusion, you should clearly set out the justifications for doing this and it must be in line with the duty to have due regard and how you reached this decision.</b>	
Stop or amend the proposed change	Our change would have adverse effects on one or more protected groups that are not justified and cannot be mitigated. Our proposed change must be stopped or amended.	
Will this decision be considered at a scheduled meeting? e.g. Contracts and Commissioning Board (CCB) / Cabinet		Meeting title:

## 7. Sign-Off

<b>Officers that must approve this decision</b>		
<b>Equalities Lead</b>	<b>Name: Naseer Ahmad</b>	<b>Date: 25/08/2023</b>
	<b>Position: Interim Senior Equalities Officer</b>	
<b>Director</b>	<b>Name:</b>	<b>Date:</b>
	<b>Position:</b>	

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

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