

# Streets Environment and Homes Scrutiny Sub- Committee

2 February 2021

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# Strategic context

- Report in the Public Interest (RIPI)
- Strategic Review of Companies
- Administrations new priorities
- Croydon Improvement Plan
- MTFS

# Introduction to Place – Functions

- Statutory & Regulatory Services
- Neighbourhood/Living Places
- Growth, Economic Development, Culture
- Technical Services
- Income/fees and charges

# Budget overview

Updated controllable budget before 15%	15% savings
£45.5m	£5.17m

Directorate	Gross expenditure £000s*	Gross income £000s	Net controllable £000s
Public Realm	72,328	39,875	32,453
Planning & Transport	8,566	7,398	1,168
Homes & Social Investment	20,871	17,756	3,115
Culture & Leisure	7,689	2,498	5,191
Growth Employment & Regeneration	9,538	8,439	1,099
VRN	3,578	1,658	1,920
Directorate	1,173	698	475
<b>Total</b>	<b>124,429</b>	<b>78,968</b>	<b>45,461</b>

# Target

£000s	Year 1	Year 2	Year 3	Total
Department	£000s	£000s	£000s	£000s
CFE	9,784	9,285	3,356	16,425
HWA	17,821	5,983	6,113	29,918
<b>Place</b>	<b>13,012</b>	<b>4,369</b>	<b>4,463</b>	<b>21,844</b>
Resources	6,526	2,191	2,238	10,955

# Future Place in 3 years' time?

A smaller and very focussed Department which delivers the statutory, universal services that residents expect. We need to protect our ability to generate income and retain a kernel of capacity to maximise financial opportunities for Croydon and help drive economic and social recovery over this next 3 year period. This will mean:

- **Remove:** Less capital projects, no commercial activity
- **Reduce:** Services, staffing and facilities
- **Refocus:** Merging and aligning remaining capacity
- **Increase:** Fees, income and capital receipts

# Summary of savings

Directorate	Total savings identified £000s	Indicative growth £000s	Invest to save* £000s
Public Realm	22,341	2,400	200
Planning & Transport	484		
Homes & Social Investment	9,398	4,000	
Culture & Leisure	662		750
Growth Employment & Regeneration	941	0	0
VRN	480	82	0
<b>Total</b>	<b>34,306</b>	<b>6,482</b>	<b>950</b>

\*capital investment

# Profile of net savings and growth over the MTFS

Directorate	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	Total £000s
Public Realm	43	10,878	5,163	3,857	19,941
Planning & Transport	0	0	484	0	284
Homes & Social Investment	0	(4,000)	1,758	7,640	5,398
Culture & Leisure	0	408	254	0	662
Growth Employment & Regeneration	0	941	0	0	941
VRN	0	422	175	0	597
<b>Total</b>	<b>43</b>	<b>8,649</b>	<b>7,834</b>	<b>11,497</b>	<b>27,823</b>

# Divisional summary updates

## **PUBLIC REALM**

ClIr Muhammad Ali , Cabinet Member for Sustainable Croydon  
ClIr Jane Avis, Cabinet Member for Homes & Gateway Services

Steve Iles, Director

## **CULTURE & LEISURE**

ClIr Oliver Lewis, Cabinet Member for Culture and Regen.  
ClIr Muhammad Ali , Cabinet Member for Sustainable Croydon

Sarah Hayward & Steve Iles, Directors

## **GROWTH, EMPLOYMENT & REGENERATION**

ClIr Shahul-Hameed, Cabinet Member, Economic Recovery & Skills  
ClIr Alisa Flemming, Cabinet Member, Children, Young People & Learning

Stephen Tate, Director

## **VIOLENCE REDUCTION NETWORK**

ClIr David Wood, Cabinet Member, Communities, Safety & Resilience

Sarah Hayward, Director

## **PLANNING & STRATEGIC TRANSPORT**

ClIr Oliver Lewis, Cabinet Member for Culture & Regeneration

Heather Cheesbrough, Director

## **HOMES & SOCIAL INVESTMENT**

ClIr Stuart King, Cabinet Member for Croydon Renewal

Ozay Ali, Interim Director

# BACKGROUND SLIDES

for information:

# Public Realm

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**Cllr Muhammad Ali , Cabinet Member for Sustainable Croydon**

**Cllr Jane Avis, Cabinet Member for Homes & Gateway Services**

**Steve Iles, Director, Public Realm**

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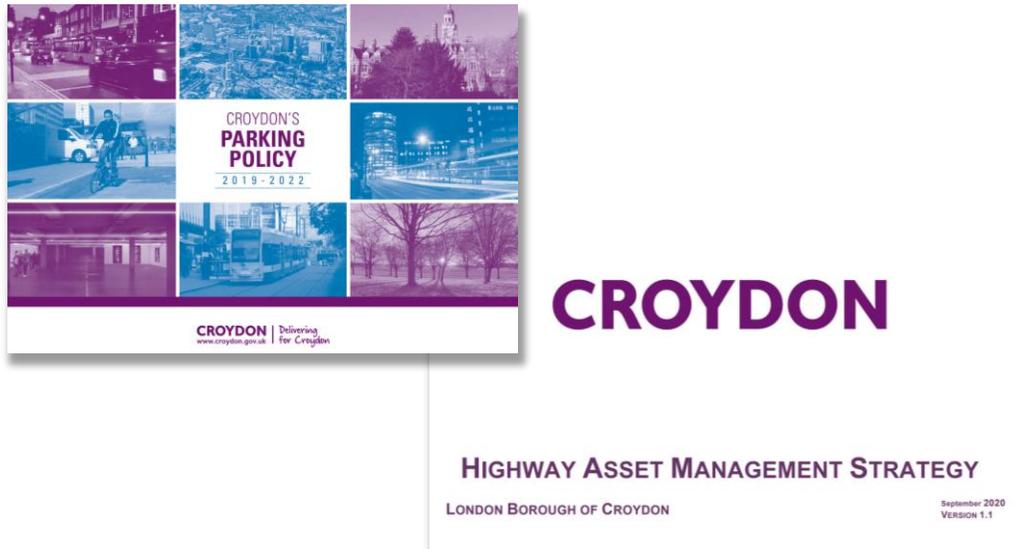
# Public Realm Overview

- The high number of functions within Public Realm are a statutory
- Total revenue expenditure budget for the directorate is circa £7m
- Income for the directorate is circa £39.9m
- We have 491 FTEs

# Highways & Parking Overview

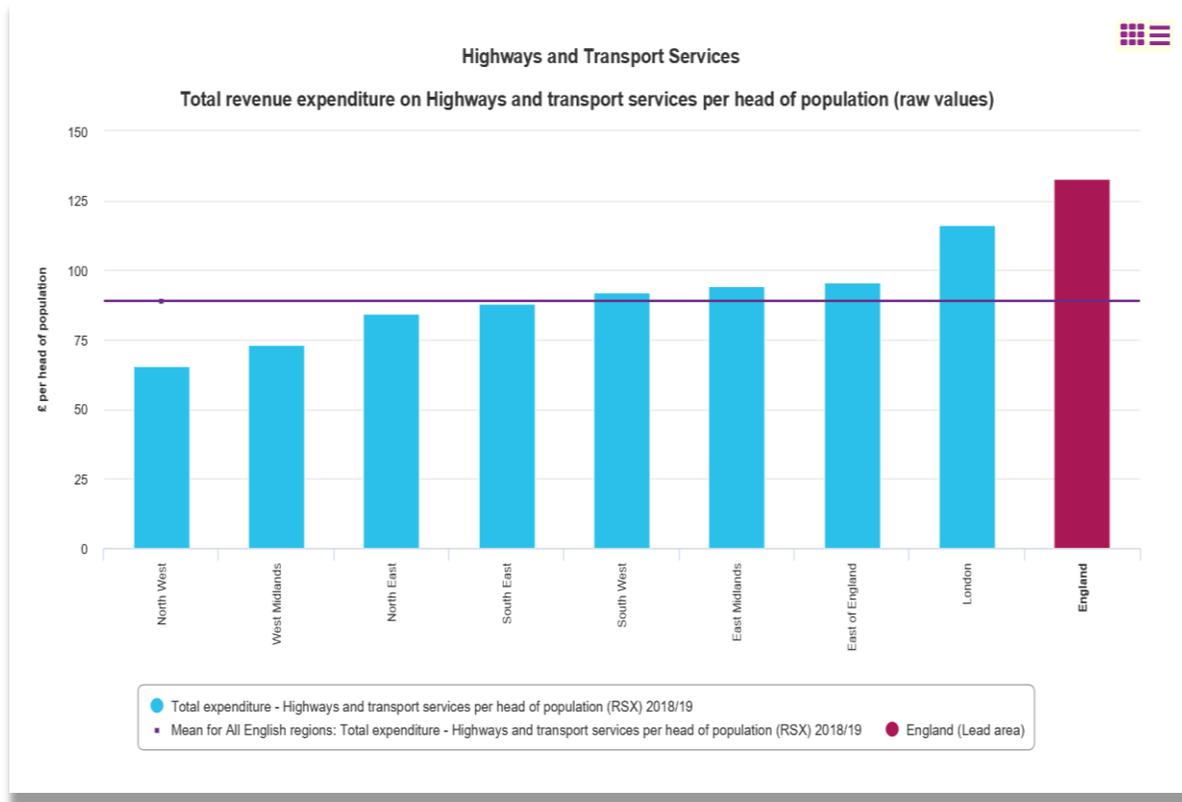
Budget	Expenditure	Income
HIGHWAYS	£9,702,000	(£4,934,000)
PARKING	£7,025,000	(£23,728,000)
TOTAL	<u>£16,727,000</u>	<u>(£28,662,000)</u>

- We are a Highway Authority and manage Croydon's largest asset
- Statutory responsibility to ensure the Traffic Management Act is discharged effectively
- To manage parking facilities on and off the highway, and to contribute to securing the expeditious, convenient and safe movement of vehicular and other traffic.

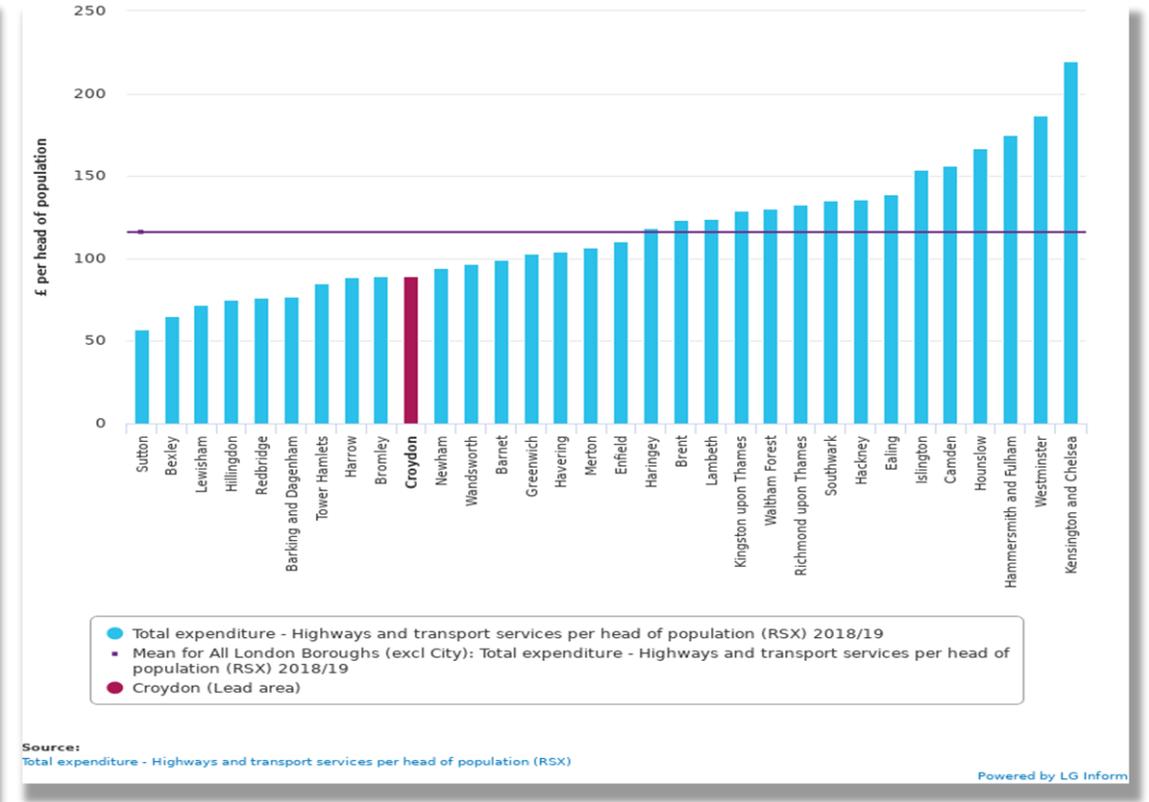


# LGA Research Report - Headline Report for London Borough of Croydon – Highways cost per head of population

## National



## London



# State of the Highway summary

Outer London	Inner London	Croydon
£8.9k (KM)	£14.9k (KM)	£5.1k (KM)

## Key Points

- Current trend - condition of the network is deteriorating
- Modelling shows the Steady State Need £9.1m
- Current backlog circa £74m and growing
- Increases in localised pothole repairs
- Customer satisfaction

## Network Size

Principal Road Network	78	km
Non-Principal Road Network	699	km
<b>Total</b>	<b>777</b>	<b>km</b>

	Red	Amber	Green
CW	4%	20%	76%
FW	7%	9%	84%

Steady State Need (maintain current condition)	C W	£6.9 million
	F W	£2.2 million
Current Backlog (clear poor condition roads)	C W	£41 million
	F W	£32 million

# Proposals

- **Ongoing implementation of the Parking Policy 2019/2022**
  - Introduction of Emissions Based parking Permits – complete
  - Introduction of Emissions Based Pay & Display and Parking charges – in progress and been subject to Scrutiny call-in
  - Schools Streets programme – ongoing programme of delivery
  - the use of ANPR cameras for moving traffic violations
- **Highways Asset Management Plan (HAMP)**
  - Investment Strategy due to go to Cabinet in June 2021
- **Public Realm staffing review phase 2 – in progress**
  - Reshaping Highways and Parking
  - Reduction of the noise service and the removal of the out of outs response
- **Impacts on proposals**
  - Greater emphasis improving air quality, to help balance the demand and congestion and encourage more healthier travel
  - Recognises the importance of a strategic approach to a refocused Asset Management which works to arrest the deterioration or the network – provide better value for money

# Environmental Services

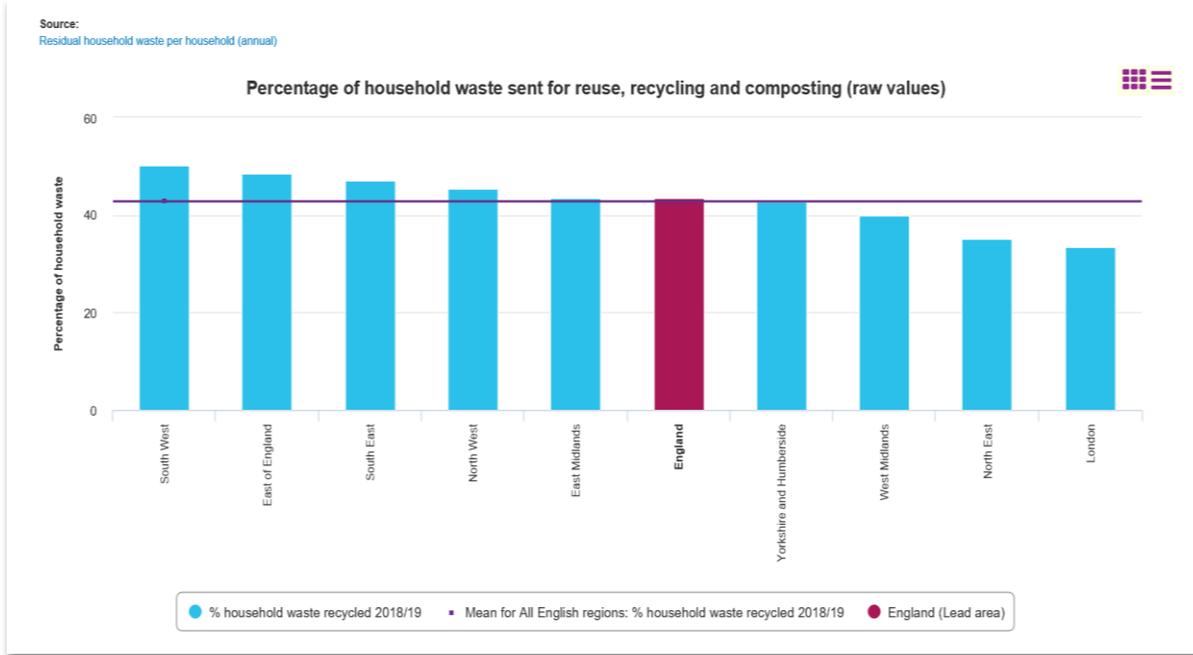
Budget	Expenditure	Income
WASTE	£34,586,000	(£4,854,000)
Parks & Open Spaces	£3,581,000	
Trees and Woodlands	£1,068,000	
TOTAL	<u>£39,235,000</u>	(£4,854,000)

## The service area is responsible for:

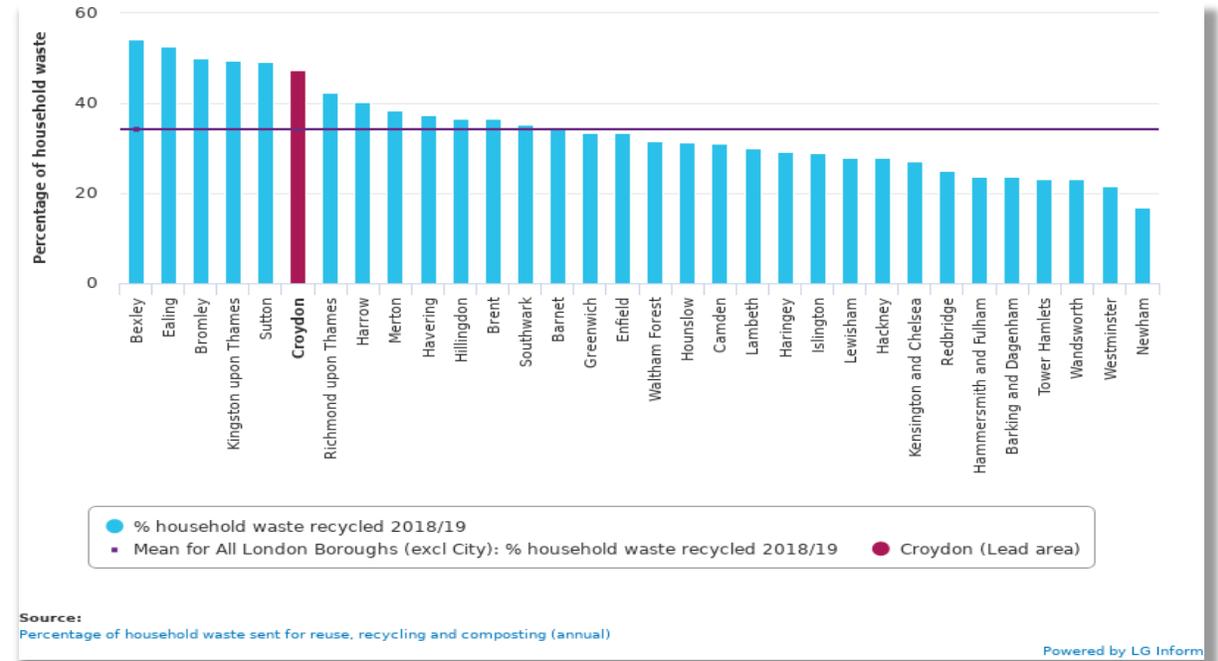
- The grounds maintenance of the boroughs 128 parks and open spaces and grass verges. Functions include grass cutting, horticultural works, litter picking and the locking and unlocking of parks.
- The trees and woodlands on public land across the borough, including survey work, preventative maintenance, tree planting and emergency response.
- As a waste authority responsible for the waste collection and disposal of residential waste recycling. Along with street cleansing

# LGA Research Report - Headline Report for London Borough of Croydon – Recycling rates

## National



## London



IMPOWER – recent business planning stats show Croydon’s waste services as “Low spend high outcomes”

# Proposals

- Re-introduce Bulky waste charges –
  - agreed as part of in-year savings and implemented from October 2021
- Undertake a strategic review of the Household Reuse and Recycling Centres (HRRCs) within the borough
  - We have 3 sites in the borough
  - The Environmental Protection Act (EPA) is for Waste Disposal Authorities to have one HRRC
  - Feasibility study to commence April 21



# Environmental Health, Trading Standards and Licensing

Budget	Expenditure	Income
PUBLIC PROTECTION	£3,517,000	(£4,581,000)
LICENSING	£560,000	(£902,000)
TOTAL	<u>£4,077,000</u>	<u>£5,483,000</u>

- Strategic lead for functions such as property licensing, air quality action plan, events, liaison with external and internal partners.
- Overall management of service and the residential pest control contract. Delivery of 6 enforcement, regulatory teams which are responsive, focussed, fair and proportionate environmental health and trading standards / food and safety.
- Ensure the licensing committee and subcommittee processes are served within legal deadlines and provide advice and guidance to protect the Council's position in respect of legal challenges to committee decisions made. Provide technical and procedural advice to senior officers and Members.



# Proposals

- As part of the Public Realm Phase 2 the proposal is to consult on the reduction of the noise service and the removal of the out of outs response – currently consulting and subject to a final decision it is anticipated this will come into effect April 2021.
- Croydon Private Rented Property Licensing Scheme – Cabinet approved in May 2020 a 5 year borough wide scheme .
  - An application to the Government was submitted to MHCLG July 2020
  - decision from MHCLG pending.
  - If confirmed; designation to commence, only after a minimum of 3 months notice to landlords
  - there is a risk the scheme is not accepted therefore a risk to the income and the impact of not having a Landlord Licensing scheme on the quality of private sector rental market.

# Culture & Leisure

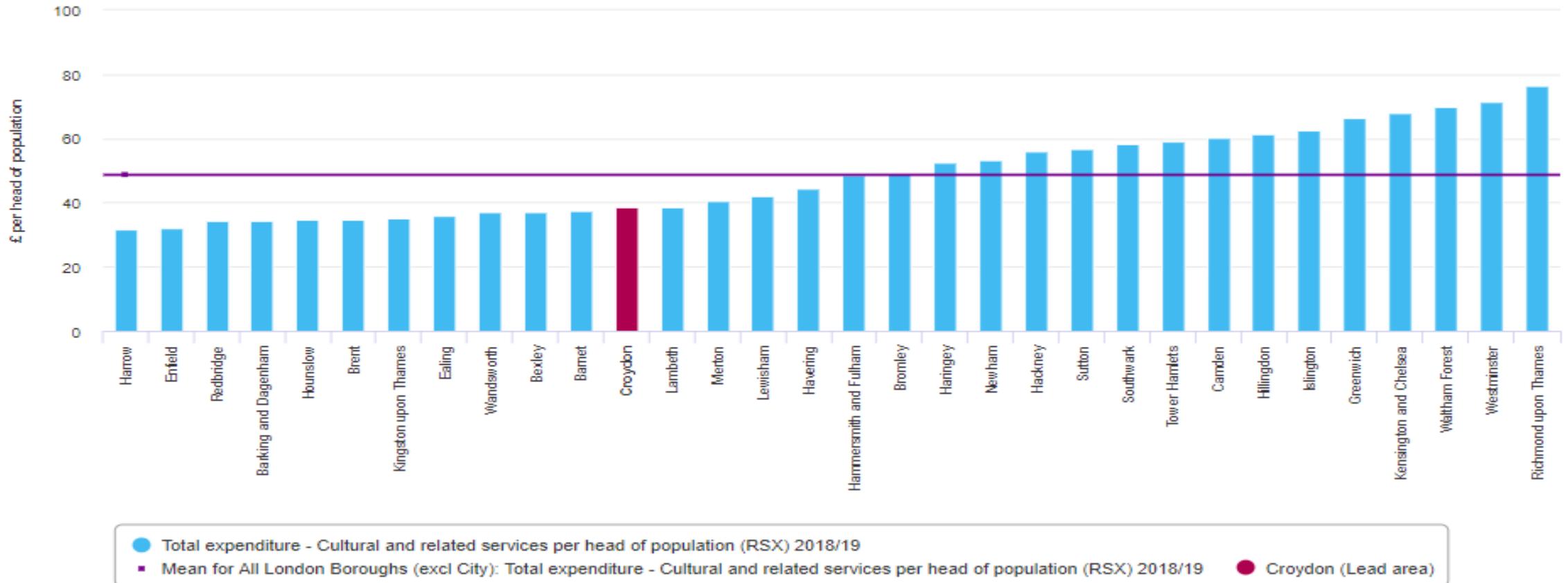
**Cllr Oliver Lewis, Cabinet Member for Culture and Regen.**  
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**Sarah Hayward/Steve Iles - Directors**

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# LGA Research Report - Headline Report for London Borough of Croydon

## Cultural and Related Services

Total revenue expenditure on Cultural and related services per head of population (raw values)

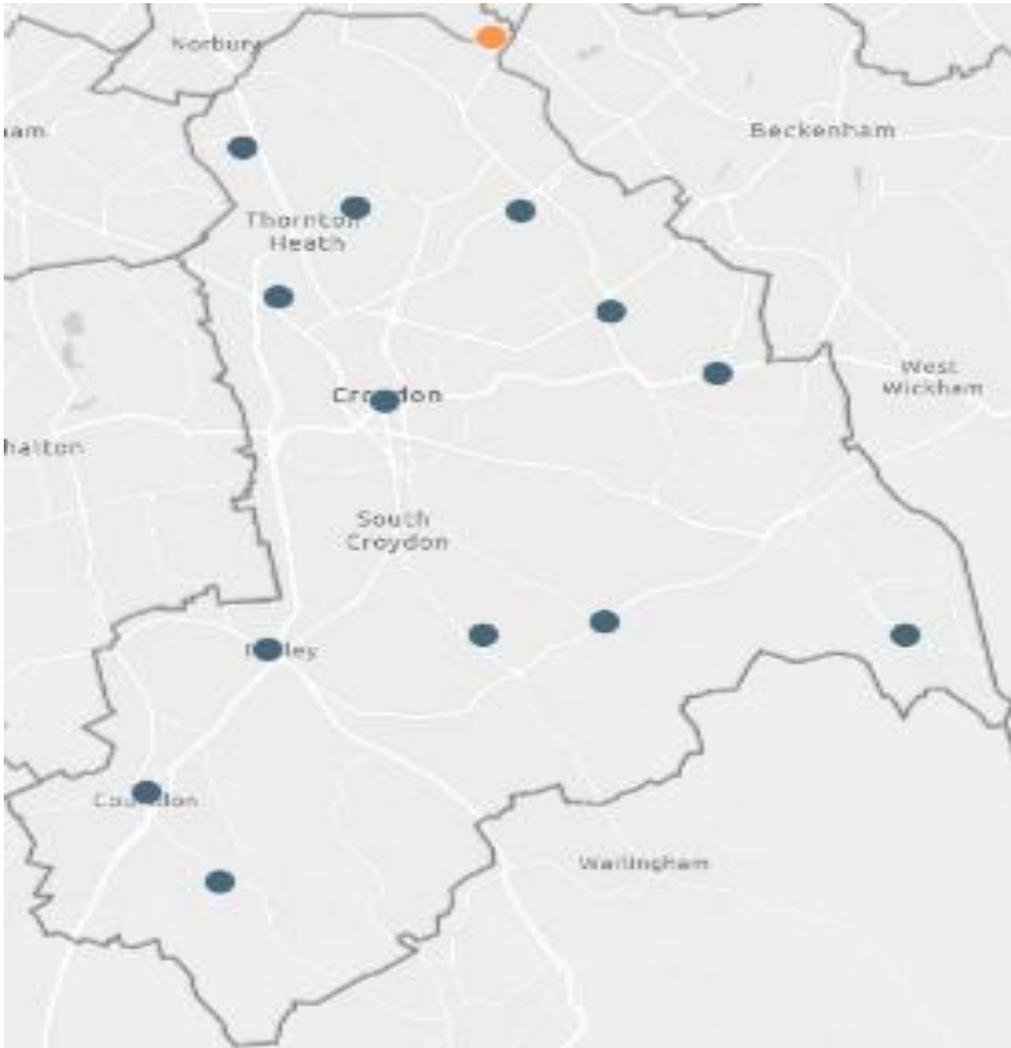


# Proposals in this area covering:

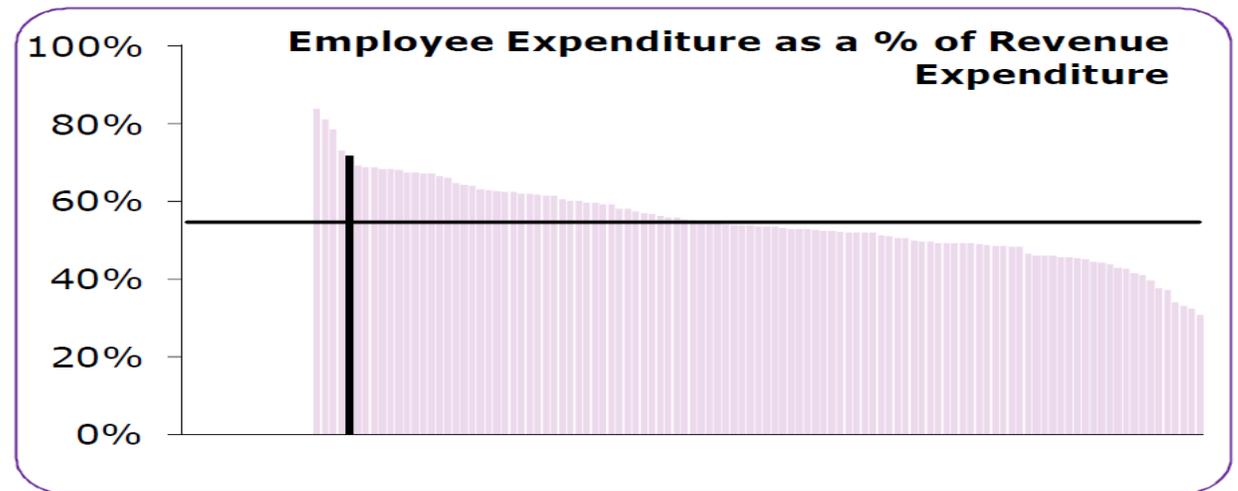
- Libraries
- Museum & Archives
- London Borough of Culture
- Leisure
- Parks and green spaces

# Library Proposals

# Budget and Buildings

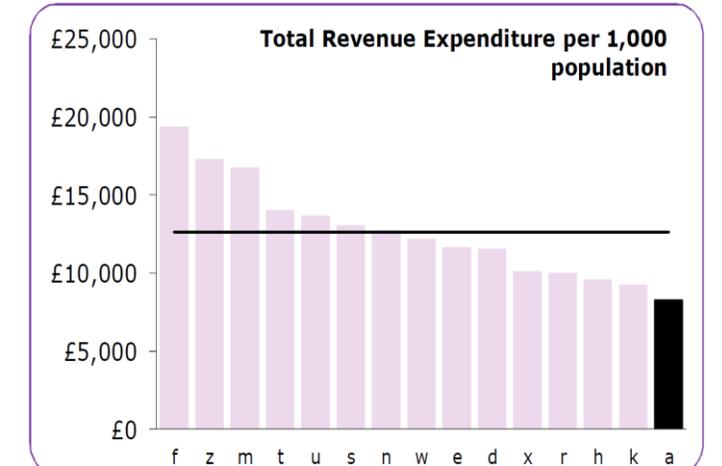
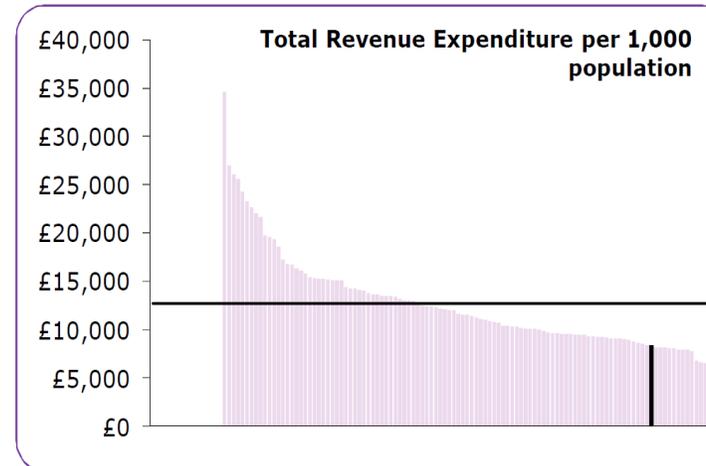
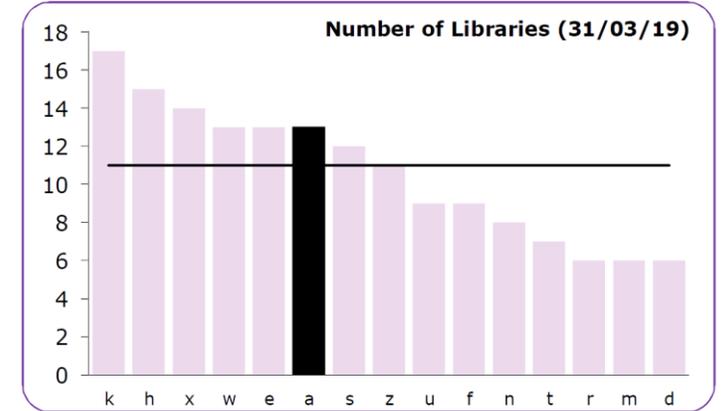
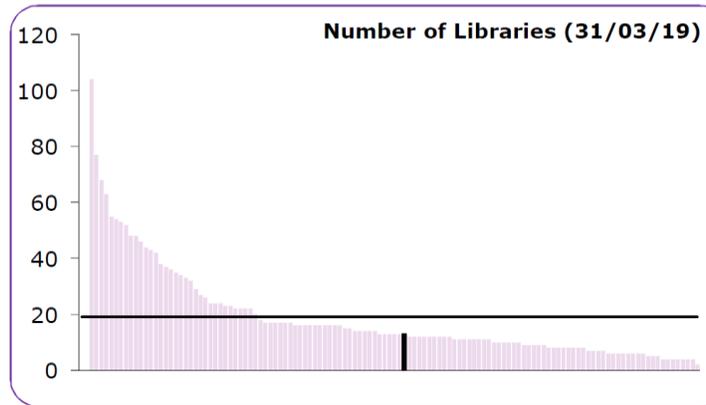


Libraries Budget	Current Budget
Libraries Buildings	£94,000
Central Costs - Salaries	£2,198,000
Central Costs - Utilities	£100,000
Central Costs - Business Rates	£180,000
Central Costs - Books, Publications & Resources	£300,000
Central Costs - ICT Maintenance & Support	£355,000
Central Costs - Other	£183,000
<b>TOTAL</b>	<b>£3,410,000</b>



# CIPFA Benchmarking

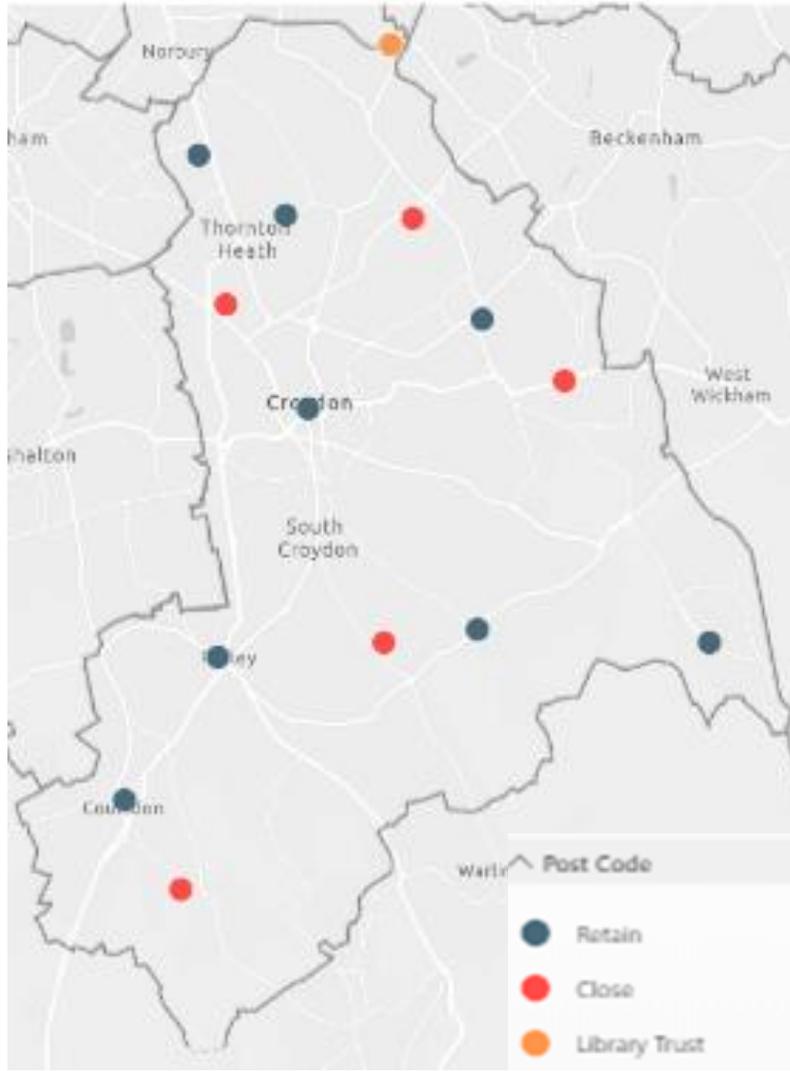
- Croydon has **13** libraries.
- National average is **19**.
- Average in nearest London neighbours is **11**.
- We have the second highest population in this local comparator group.
- We are at the lower end of spend per head nationally.
- And the lowest amongst nearest neighbour group.



# Process and Timescale

<b>Phase 1</b>	<b>Initial consultation on proposals begins</b>	<b>13 January 2021</b>
<b>Phase 1</b>	Initial consultation ends (survey closes)	7 March 2021
<b>Review 1</b>	Revised offer based upon initial consultation	End of March 2021
<b>Review 1</b>	Scrutiny review	Beginning of April 2021
<b>Phase 2</b>	Consultation outcome with options report for feedback – start 2 <sup>nd</sup> phase consultation	19 April 2021
<b>Phase 2</b>	Consultation finishes	23 May 2021
<b>Phase 2</b>	Final report	June 2021
<b>Review 2</b>	Scrutiny review	June 2021
<b>Review 2</b>	Cabinet review and sign off	July 2021
<b>Decision</b>	Council review and sign off	August 2021
<b>Implementation</b>	Implementation	Autumn 2021

# Consultation proposals



Close up to five libraries with revenue saving circa £500,000 and avoided capital investment of up to £900,000

Libraries in scope: Sanderstead, South Norwood, Shirley, Broad Green, Bradmore Green

Consultation response so far: over 1000 response

Interest from many groups to run community libraries

Workshops and webinars to take place

# Expanding Digital Offer

- Covid-19 established online resources as the key 24/7 service offer.
- All online suppliers responded by easing membership restrictions and enhancing offers, such as:
  - Black Lives Matters reading lists/displays.
  - online reading groups with Borrowbox.
- Our usage of eResources of all kinds quadrupled.
- Staff have developed skills in creating online activities (storytelling, crafts, Rhymetimes), broadcasting on Facebook and reaching many more residents.
- Self issue has become essential for post Covid-19 opening; non-contact issuing and quarantining of books.
- We did not open any libraries without self issue.
- Select & Collect service is the forerunner to Open +.
- Open + process ready for implementation, bringing staffing restructure and increase of hours, but reliant on CCTV monitoring.

# **Museum, Archives and London Borough of Culture Proposal**

# Budget and Proposal

Museum & Archives Budget	Current Budget
Museum Education	£1,000
Museum Collection Management	£18,000
Archives Service General	£1,000
Arts Education	£5,000
Central Costs - Salaries	£275,000
Central Costs - Other	£5,000
<b>TOTAL</b>	<b>£305,000</b>

## Strategy

- Merge reduced Archives into Libraries: statutory services combined, improve access to local history and use library infrastructure
- Keep museum closed for next 2 years at least
- Lift and drop Service Development Specialists (SDS) into Museums & Culture for 3 year period; providing basis for BoC vehicle via libraries as cultural venues.
- Staffing reductions to minimum levels plus change of focus
- **Savings circa £70k**, providing min statutory service in Archives and protection of collection with creation of Borough of Culture vehicle.
- **Borough of Culture funding profile income: 21/22 GLA £100k, 22/23-23/24 GLA, ACE, EH £2-3m**

**Leisure**

# Strategy

Reduce from 8 to 3 posts as part of the staffing review.

Close Purley Leisure Centre due to:

- Revenue drain on contract (£90,000/annum).
- Capital investment (c. £200,000) of air handling unit and balance tanks.
- Annual repairs of £40,000.

New gym facilities at Monks Hill (£100,000) to generate £180,000/annum increase in income.

Facilities to re-open on a cost neutral or surplus only basis.

# Financial Summary 2020/21-2023/24

	2020/21-2023/24			
Leisure	Saving	Investment	Return	TOTAL
Staff Reduction	£312,000			<b>£312,000</b>
Close Purley LC	£103,000			<b>£103,000</b>
Croydon Arena - Running Track		-£200,000		<b>-£200,000</b>
Croydon Arena - 3G Pitch	£197,000	-£450,000	£26,084	<b>-£226,916</b>
Monks Hill - Gym		-£100,000	£450,000	<b>£350,000</b>
<b>TOTAL</b>	<b>£612,000</b>	<b>-£750,000</b>	<b>£476,084</b>	<b>£338,084</b>

- Croydon Arena will reach income maturity in 2025/26 – surplus of £79,000/year.
- Monks Hill gym to reach maturity in 2023/24 – surplus of £180,000/year
- Capital investment:
  - increases strength of contract
  - generates surplus sooner
  - repays supplier relief quicker

# Impact and risks

- Contract cannot support the ongoing burden if we do not agree closures and investment
- Additional supplier relief of circa £300,000 to March 2021
- Estimated £5.7m operating costs if brought in-house

# Parks & Green Spaces

# Parks and Green Spaces

- We spend less than 1% of council's budget on parks and green spaces, slightly under London average and have an estimated 5m visits to those spaces
- Our recent National Capital Accounting analysis quantified a health benefit of our spaces equal to £15m
- In a survey last month of park users 60% of respondents have found / explored a new park since COVID-19 began
- 84% of respondents stated that access to parks and greenspaces were very important for their overall wellbeing during COVID-19
- 88% of respondents were either very or fairly satisfied with Croydon's parks and greenspaces overall
- Savings already implemented this year with reduction of 25% in staffing costs at £450k

# Savings options at further 15% @£450k

- Savings of £450,000 by:
- Merging Active Lifestyles with Grounds Maintenance to create Parks & Green Spaces.
- A further staffing reduction.
- Harmonisation of TUPE'd staff to Croydon terms and conditions.
- Reduction in frequency of grass cutting where required to every 7-8 weeks and implement the meadowing approach and biodiverse friendly practices elsewhere

# Cont'd

- No locking/unlocking of parks.
- Reduction in frequency of emptying of litter bins and invest to save in litter bin infrastructure in the medium term.
- Reduction in scheduled maintenance.
- Reduce bowling greens from 8 to 3 – consultation required and risk of challenge.
- Close Pitch and Putt.
- Reduce shrub beds and bedding plants to major through roads only.

# Growth, Employment and Regeneration

**Cllr Shahul-Hameed, Cabinet Member, Economic Recovery & Skills**  
**Cllr Alisa Flemming, Cabinet Member, Children, Young People & Learning**  
**Stephen Tate, Director**

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# Growth Zone

- Growth Zone was subject to review as part of the review of group companies which gave it a clean bill of health. Recommendations made related to the changing UK economic circumstances.
- The growth zone, established by statute, sole purpose is to stimulate the local economy by delivering infrastructure investment ahead of investment.
- It is a TIF vehicle, funded initially by a £7m government grant, and then through the retention of the increase of business rates within designated zone.
- Statute sets out the life span of the scheme as 16 years, from 2018 with a potential 3 year extension
- Over that timeframe is cost neutral to the Council.
- The growth zone programme was originally developed in 2013 which were later refined and ahead of the scheme starting in 2016.
- As a 16 year program, the growth zone is a flexible model, that should change in line with the economic environment.
- Currently, the scheme is undergoing a strategic review, due to the significantly challenged economic landscape.
- Over the 16 years £309m is invested via the TIF model, leveraging £210m from partners and an estimated £5.6b from other developments. Therefore every £1 invested attracts £10.7
- There are 6 themes for investment including, transport, public realm, parking, social infrastructure, smart cities/energy and culture,

## Budget

Revenue = Nil  
Capital = £6,673,000  
Income = Nil  
FTEs = 17

# Return of Investment

This investment will enable major regeneration benefits to both new and existing residents and businesses including:

- 23,594 new jobs with a further
- 5,097 jobs created during the construction phase
- at least 10,000 new homes of different tenures ( = c50% of the overall target needs over the next 10 years)
- 21 city centre development opportunities
- New world class train station
- 28 new public squares & spaces
- the wholesale redevelopment of the retail core ensuring the metropolitan centre as an attractive place to live, work and invest in.

*\*NB - When the government approved Croydon's Growth Zone it was understood that the investment in infrastructure could be the catalyst for c£5bn of investment. This was based on the development pipeline and forecast at that time. Much has moved on since then with the complexion and pace of developments. The redevelopment of the retail core being slower than anticipated, but development activity in Fair Field and Mid Town areas has been greater and quicker than forecast. Also, the Growth Zone was not influenced by the Network Rail's Brighton Mainline Project and the positive inward investment and development opportunities that will present should the government fund this vital nationally important project.*

# Position Agreed – Growth Zone

The overall aim is to deliver a high quality, fit for purpose, well managed, safe and attractive COA which is a great place to live, work, learn, shop and spend leisure time.

- In line with the RIPI action plan, a Growth Zone paper is due at March Cabinet
- The PwC review of group companies gave the GZ a clean bill of health. The recommendations received focused upon the current UK economic climate and additional governance to focus on this.
- Currently, the scheme is undergoing an internal strategic review, due to the significantly challenged economic landscape.
- Focus will be on supporting economic renewal, increasing the tax base and securing social infrastructure to support adults and children services.
- The staffing complement will reduce from 17 to 9.5
- The current indicative programme budget will be revised as follows:
- 2020/21 from £14.4 to £3.5m with future years to be determined during financial year 2021/22
- Focus will remain across the six themes (transport, public realm, parking, social infrastructure, smart cities/energy and culture)

\*NB- GZ is self financing and does not impact against the Council borrowing function

# Croydon Works – Savings agreed

- **Reference:** PLA SAV 18
- **Department:** Place
- **Service:** Employment & Skills Delivery
- **Idea:** De-commission of Croydon Works
- **Staff reduction :** 1.25 FTE
- **Implementation date:** 01 April 2021
- **Full year:** Yes
- **Milestones:** restructure consultation and staff reduction implementation
- **Impact:**
- **Cumulative savings:**

As part of the original proposals, the decision was taken to decommission Croydon Works.

The majority of the spend for Croydon Works is funded from the Growth Zone, with a smaller element from the general fund (as set out here).

Since that decision, potential funding through DWP has been identified which could fund part of the current team. This is subject to ongoing negotiations.

2020/21	2021/22	2022/23	2023/24
£0	£66K	£66K	£66K

# Regeneration

## Budget

Revenue = £0.95m  
Capital = £4.52m  
Income = Nil  
FTEs = 14.6

- Croydon is growing at a fast rate, with particular growth in under-11s and over 65s.
- We have a large number of homeless households and significant disparity with relative wealth masking pockets of severe deprivation.
- This has all worsened by the ongoing pandemic and deep recession.
- Our high streets were already struggling before Covid-19 with vacancy rates as high as 27% in some district centres.
- We need to deliver c. 21,000 new homes across the next 10 years to meet our housing need.

The role of the regeneration team is to:

- Support good growth of the borough
- Centred around a prosperous town centre & thriving district centres with a strong offer for South London
- Timely, efficient and accessible infrastructure (transport; social; community; digital; green; cultural)
- Inclusive communities with opportunities for all
- Making the best use of land

# Role of the team

The key areas of focus are:

- Town Centre Renewal - Evolution of a thriving town centre providing a competitive cultural, leisure, retail and workspace offer for South London alongside a new diverse and intensified residential core.
- District centre renewal - Ensuring our struggling high streets and district centres are supported to survive both the period of the Covid-19 pandemic but beyond to enable them to fulfil their potential of thriving centres supporting a growing residential population and providing a strong and stable business and employment offer.
- High quality, affordable housing - Ensuring the ongoing delivery of truly affordable housing for Croydon through a diverse range of typologies and tenures and through a mix of delivery and finance routes.
- Social Infrastructure - Ensuring the timely delivery of key social infrastructure to meet the needs of a growing residential population across the borough, working in partnership with key infrastructure and service providers and working to attract external funding and investment into the delivery of these facilities.

In a streamlined team, our focus will be on attracting new partnerships, funding and investment to continue to deliver district centre and high street renewal initiatives; housing-led regeneration; and timely, efficient social infrastructure provision.

# Benchmarking

Our housing target to 2029 = 20,790

Ninth highest target in London

Role of Regeneration is to ensure good growth that benefits all and helps to address current deprivation & inequality

As such appropriate comparator areas for Croydon are those with similar deprivation levels coupled with similar growth targets

Best comparator areas –London boroughs which have similar levels of deprivation and growth targets:

- Haringey (15,920) – 18 FTE in Regeneration Team
- Brent (23,250) – 21 FTE in Regeneration Team
- Barnet (23,640) – 15 FTE in Regeneration Team (including housing estate regeneration programme 8 FTE)

# Regeneration – Savings agreed

- **Reference:** PLA SAV 06
- **Department:** Place
- **Service:** Regeneration
- **Idea:** Streamlined Team
- **Staff reduction :** 3 FTE
- **Implementation date:** 01 April 2021
- **Full year:** Yes
- **Milestones:** restructure consultation and staff reduction implementation
- **Impact:**
- **Cumulative savings:**

2020/21	2021/22	2022/23	2023/24
£0	£153K	£204K	£204K

	Funding Potential	Function	Implications
<b>Deleted</b>	£0	<b>None</b>	<ul style="list-style-type: none"> <li>• c.£22m of external grant funding &amp; investment not realised</li> <li>• Strategic relationship &amp; partnership development will be stopped.</li> <li>• No support to high streets or district centres.</li> <li>• Reduced supply of quality social infrastructure, affordable housing and workspace</li> <li>• Lesser ability to bring community representation into growth plans</li> <li>• Will not be able to respond to any identified regeneration need in the borough.</li> </ul>
<b>Core</b> <b>Staff - 3.6</b> <b>+2 (Ext.Fund)</b>	Total Yr 1 = £1.87m Total 3 Yrs = £13.03m	<ul style="list-style-type: none"> <li>• £3m district centre renewal programmes in Kenley &amp; S.Norwood</li> <li>• Housing-led regeneration &amp; social inf. provision in Thornton Heath</li> <li>• Securing investment &amp; delivery partners for housing estate renewal.</li> </ul>	<ul style="list-style-type: none"> <li>• c.£9m of external grant funding &amp; investment not realised</li> <li>• Strategic relationship &amp; partnership development will be stopped.</li> <li>• No support to high streets or district centres beyond 2 funded programmes</li> <li>• Reduced supply of quality social infrastructure, affordable housing and workspace</li> <li>• Lesser ability to bring community representation into growth plans</li> <li>• Will not be able to respond to identified regeneration need in other areas.</li> </ul>
<b>Streamlined</b> <b>Staff - 5.1</b> <b>+2 (Ext. Fund)</b>	Total Yr 1 = £2.37m Total 3 Yrs = £17.53m	<ul style="list-style-type: none"> <li>• £3m district centre renewal programmes in Kenley &amp; S. Norwood</li> <li>• Housing-led regeneration &amp; social inf provision in Thornton Heath</li> <li>• Securing grant funding/investment to meet strategic regeneration need in Purley &amp; Thornton Heath</li> <li>• Securing investment &amp; delivery partners for housing estate renewal.</li> <li>• Suburban intensification programme to relieve housing waiting list</li> </ul>	<ul style="list-style-type: none"> <li>• c.£5m of external grant funding &amp; investment not realised</li> <li>• Strategic relationship &amp; partnership development will be reduced.</li> <li>• Reduced ability to secure additional high street investment</li> <li>• Lesser ability to bring community representation into growth plans.</li> <li>• Will not be able to respond to identified regeneration need in other areas.</li> </ul>
<b>Current Team</b> <b>Staff - 12.6</b> <b>+2 (Ext. Fund)</b>	Total Yr 1 = £2.62m Total 3 Yrs = £22.38m	<ul style="list-style-type: none"> <li>• Place-based regeneration</li> <li>• £3m district centre renewal programmes in Kenley &amp; South Norwood</li> <li>• £15m regeneration masterplan for New Addington</li> <li>• Housing-led regeneration &amp; social inf. provision in key district centres</li> <li>• Securing grant funding/investment for identified regeneration need across our district centres</li> <li>• Securing investment &amp; delivery partners for housing estate renewal.</li> <li>• Suburban intensification programme to relieve housing waiting list</li> </ul>	N/A

# Economic Renewal

- The economy is seeing the deepest recession since records began, central government have relied heavily on local authorities to deliver leadership and support to residents and businesses throughout the pandemic. Our Economic renewal work has never been more important as it ensures the delivery of government, regional and local support is delivered to the heart of Croydon's economy. The evidence of Croydon's changing economy is shown clearly by the statistics below.

Number of furloughed employees: **15,700** (as at Nov 20)

Number of residents on universal credit **23,339** (as at Jan 21)

- This challenge sits alongside the Renewing Croydon and our proposals to deliver an efficient cost effective service with a high impact will continue to shape the work stream of the team going forward.
- Focus will be on supporting economy but enabling business restart, renewal and growth and embedding employment and skill development pathways that increase productivity and good sustainable growth for the borough. Supporting a borough that is enterprising. This will increase business rates income for the Council and improve the lives of Croydon residents.

## Budget

Revenue = £0.76m  
CELF = £676,000  
Capital = £4,200,000  
Income = Nil  
FTEs = 15

# Role of the team

The role of the team is to support and improve the local **economy** by encouraging investment, attracting new businesses, and creating new jobs.

Key areas of focus include::

**Inward Investment & Business Enablement:** to promote Croydon as a place where businesses, investors and residents want to live, trade and invest and create the business environment for growth which increases the amount of resilience businesses in the borough

**Output:** *direct influence on the increase of business rates)*

**Employment:** to support the development of a robust sustainable economy with more “good” jobs available for our residents. Creating and supporting partners to enable employment pathways.

**Output:** reduce the amount of residents on universal credit) – average claim £3,000 per resident not in employment.

**Skill Development (Post 16):** working providers to deliver and support an extensive skills and employability offer for residents to help them access those jobs.

**Output:** creating a skilled workforce that improves employment opportunities and increases productivity and the life chances of Croydon residents.

**External Funding:** to work to secure external funding for Croydon Council that enable work streams that deliver sustainable good growth.

**Output:** £5m funding secured in 2020.

# Benchmarking

In order to ensure we are able to deliver in line with government expectations we have looked at a variety of models from boroughs that share **commonalities** these include:

- Similar Population density (around 4620 people per square kilometre)
- Similar Business density (around 37.2 enterprises per 1000 population)
  - Enfield (10 people inc: 5 Economic Development Officers, 2 Inward Investment and 3 Employment & Skills )
  - Barnet (7 Economic Development Officers – includes Employment and Skills – out sourced Employment & Skills Delivery)
  - Brent (12 – 6 Economic Development Officers, 6 Employment & Skills)
  - Haringey (33 – 11 Economic Development & Inward Investment Officers and 22 Employment & Skills)

# Economic Development – Savings agreed

- **Reference:** PLA SAV 05
- **Department:** Place
- **Service:** Economic Development
- **Idea:** Streamlined Team
- **Staff reduction :** 5.6 FTE
- **Implementation date:** 01 April 2021
- **Full year:** Yes
- **Milestones:** restructure consultation and staff reduction implementation
- **Impact:**
- **Cumulative savings:**

2020/21	2021/22	2022/23	2023/24
£0	£208K	£260K	£260K

	Funding Potential	Function	Implications
<b>Deleted</b>	£0	<b>None</b>	<ul style="list-style-type: none"> <li>Existing programmes that have received funding will not be developed. Creative Campus, Creative Digital Lab, Innovation Centre - totals exceeds £4,200,000 with no match funding.</li> <li>We will lose the additional £1.45 million offered for future delivery for the emergency covid response.</li> <li>Loss of business rates income as we will be unable to capitalise on the growing trend to relocate to flexible office space in outer London Boroughs.</li> <li>No capacity to deliver discretionary grants or support the work of the LEAP, Coast to Capital, BIDs, FSB or Chambers of Commerce in the drive to restart and renew the economy.</li> <li>Croydon will lose any influence on the shaping of future funding streams and programmes as they will be unable to attend strategic forums which will result in no local focus. This will impact on productivity of businesses and residents.</li> </ul>
<b>Core Staff - 3</b>	Total Yr 1 = £5m Total 3 Yrs = £3m	<ul style="list-style-type: none"> <li>£5m economic development renewal programmes</li> <li>Delivery of internal apprenticeship programme</li> </ul>	<ul style="list-style-type: none"> <li>Will not have resource to secure c.£8m of external grant funding.</li> <li>Economic development programme will be limited to delivering internal apprenticeship programme and three externally funded programmes.</li> <li>Proactive and responsive external fundraising will be stopped.</li> <li>Relationship &amp; partnership development will be limited and only appropriate to existing delivery.</li> <li>Will not be able to proactively respond to identified renewal need with no capacity to initiate any emergency response following Covid 19 and Brexit supporting LEPs, BIDS, GLA, London Councils and Central Government</li> </ul>
<b>Streamlined Staff – 5 (Plus 2 GZ)</b>	Total Yr 1 = £8m Total 3 Yrs = £10m	<ul style="list-style-type: none"> <li>£5m economic development renewal programmes</li> <li>Delivery of internal and external apprenticeship programmes</li> <li>Securing investment &amp; delivery partners</li> <li>Delivery of Creative Campus, Creative Digital Lab, Innovation Lab, Work &amp; Health</li> <li>Link Up Advisor Role enabled for FE</li> <li>Represent Croydon in Employment &amp; Skills, LEAP, GLA, Coast2Capital, London Councils</li> <li>Work with providers to enable and understand gaps in provision and draw down funding for Croydon</li> <li>Some capacity for emergency response</li> </ul>	<ul style="list-style-type: none"> <li>Reduced ability for proactive and responsive fundraising to secure additional investment and grant for economic development programmes.</li> <li>Reduced capacity for proactive relationship/partnership development</li> <li>Will need to stop all business support and School Career Engagement (EPIC).</li> <li>Business engagement will be limited but there will be capacity to support BIDs, LEAP Growth Hub, London Councils, GLA</li> <li>Capacity to deliver some emergency response to Covid and support the work of the LEAPs, BIDS, GLA, London Councils and Central Government.</li> </ul>
<b>Current Team Staff - 15</b>	Total Yr 1 = £8m Total 3 Yrs = £15m	<ul style="list-style-type: none"> <li>Economic renewal and regrowth -£5m economic development programmes</li> <li>Economic development and employment strategic development incubating sectors and business support programme</li> <li>Secure Funding</li> <li>Croydon Enterprise Loan Fund</li> <li>Career advice and guidance in post 16 education</li> <li>Securing investment to Croydon economy (inward investment)</li> </ul>	N/A

# CALAT

- 100% externally funded – no call on council funds
- Net contributor £269k rent annually to the council
- All overheads recharged – direct management, services, finance, HR etc
- Ofsted rating good (last inspection Oct 2016)
- Matrix Quality Assurance inspection 2020 “CALAT’s whole aim and ethos is to support the Borough needs by helping learners identify a pathway to their destination and thus contribute to supporting the Borough economically as well as enhancing the lives of those within the community”.
- Unlike other FE providers in the borough, CALAT has three main delivery centres as well as supporting learners at approximately 27 outreach locations in the community including secure mental health settings, hospitals and schools underpinning the focus on accessible learning.
- In academic year 2018/19 CALAT provided more learning outcomes against the original ESFA funding allocation by 6% and increased the Apprenticeship levy funded income by 100%.

## Income

ESFA	=	£175,193
GLA AEB	=	£4,486,989
Extra grants	=	£132,307
Apprenticeships	=	£303,000
Fee income	=	£337,000

**Total = £5,434,489**

# Benchmarking

Academic year 2018-19	CALAT	Hammersmith	Nat'l
Overall Achievement* (examinations, personal learning plan success)	85%	92%	85%
Accredited achievement	86%	83%	88%
Non accredited achievement (Community learning)	92%	94%	91%
Disability Achievement	88%	45%	83%
Apprenticeship achievement	70%	<i>H&amp;F don't do apprenticeship.</i>	62%

\*Criteria used by Ofsted, GLA and ESFA

NB: Croydon is 17<sup>th</sup> most deprived borough in London Hammersmith is 16<sup>th</sup> most deprived

Academic year 2018-19	CALAT	Hammersmith	Nat'l
Positive destination (into employment or further learning)	74%	40%	<i>Not collected</i>
BAME learner participation	78%	39%	23%
White British participation	22%	50%	77%
Disability participation	34%	11%	23%

## Learner satisfaction survey results:

97% of learners stated they would recommend the service to others

# South London Partnership:

1. Work & Health Programme (main programme)
2. Work & Health Programme Job Entry Targeted Support

- LBC is the accountable body on behalf of SLP and responsible for contract management of the programme
- 100% externally funded – no call on council funds
- All admin and management time, including on-costs, fully recharged according to time spent
- Main programme supports people with health conditions or disabilities, targeted disadvantaged groups and the long term unemployed to access the labour market
- SLP WHP JETS responds to the impact of the Covid-19 pandemic and aligns to the core WHP programme but provides light touch provision

## Income

*Main programme (2018 – 2024)*

ESF = £6,500,000

DWP = £6,500,000

*JETS (Oct 20/Sept 21)*

DWP = £3,470,000

**Total = £16,470,000**

# VIOLENCE REDUCTION NETWORK

**CLLr David Wood, Cabinet Member, Communities, Safety & Resilience**  
**Sarah Hayward, Director, Violence Reduction Network**

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# VRN Overview

The Violence Reduction Network was created in 2019 to adopt a public health approach to tackling the underlying causes of violence in Croydon

It encompasses:

The Domestic Violence Service (FJC), CCTV, Antisocial Behaviour, Prevent, Resilience & Emergency Planning, the VRN team, Performance & Intelligence and a head of special projects

# VRN Overview

- Very few of the functions in the VRN are statutory, but many of the non-statutory functions keep people safe or directly avoid costs elsewhere, eg Children's social care
- Very significant Covid Impact on demand in Domestic violence and ASB
- BUDGET: £2.512m – split £2.2m general fund, £321k HRA before 15 percent head count reduction
- Current external grants: £1.2m LCPF, Drive and Prevent

# Budgets

Service	Gross Budget	Comments
CCTV	£929,000	Includes capital element for equipment and maintenance, figure pre cuts made in 15 per cent head count reductions
ASB	£450,000	50/50 HRA/General Fund – any savings fall in both funding streams
FJC	£1,035,000	Small saving being taken in year, budget inc Drive grant
Resilience	TBC	Growth bid to rectify historic budget approach
VRN Team	£1,090,000	Includes LCPF grants spent and administered within the team.
Performance & Intel	TBC	Separate cost code and budget currently being built from VRN team budget above
Hd of Special proj	86,000	Place wide function. Some salary recharged to other budgets. Other project costs fall where they lie, eg Growth Zone
Prevent	£210,000	Wholly external funded contingent of threat assessment

# Proposals

- Retain the Domestic violence service with small efficiencies
- Retain resilience, although review function once budget built
- Prevent is out of scope
- Reduce all other functions except CCTV (50 percent cut already taken)

# Proposals

- Reduce ASB to 4 ASB officers, saving £125-£175k split across HRA & GF
- Cut head of special projects, saving of £86k
- Cut analyst post, saving of £55k
- Cut Safer Croydon manager, £61k
- Cut FJC office manager (already being taken), £50k

# Impact of proposals

- This approach means pausing the public health approach to violence reduction to reflect and rebuild
- The ASB changes require rewriting policy, consultation and full year effect for 21/22 is now challenging
- The core functions remaining will not require a single director
- This approach leaves core functions from which to rebuild public health approach over the course of the MTFS

# Options considered but not recommended

- Option A – in addition to the above
  - Remove a practice manager from the FJC and create 2 senior IDVA posts, £50k saving but significantly reduce resilience in the service
- Option B – minimum statutory functions
  - This would keep just a small number of officers to discharge just core statutory functions. For example: the community trigger, administer the Safer Croydon Partnership and respond to civil emergencies
  - This option is **NOT RECOMMENDED**, it would leave Croydon Council and its residents exposed to unacceptable levels of risk, in particular in relation to Domestic Violence and Civil emergencies
  - We would lose external grant funding primarily from MOPAC

# Planning and Strategic Transport

**Cllr Oliver Lewis, Cabinet Member for Culture & Regeneration**

**Heather Cheesbrough, Director of Planning & Strategic Transport**

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# Planning and Strategic Transport

80 staff working in four related statutory services; determining planning applications, preparing the Local Plan and South London Waste Plan, ensuring compliance with the Planning system, making and managing TPOs, preparing and implementing the Local Implementation Plan (LiP) in accordance with the Mayor's Transport Strategy, supporting delivery of Air Quality Action Plan, determination of Building Regs apps and site inspections of associated construction works and managing Dangerous Structures.

	Gross Budget from centre	Fee Income (External)	External Grant funding	Annual statutory spend estimate	Annual discretionary spend estimate	Comments
<b>Development Management (DM)</b>	3.6m	3.9m	0	100%	3% 0.236k 5 Enforcement Officers	Income generated over target c.350k p/a for last 4 years. Statutory requirement to be able to enforce but activity is discretionary. Planning Guarantee requires return of fee if app not determined in 26 weeks.
<b>Spatial Planning</b>	0.714k	0.559k	0.75k p.a	93%	7% 0.93k 1 Conservation officer and 1 Project Officer	Preparation of a Local Plan is a Statutory Requirement every 5 years  Spatial Planning Team significant contributors to income generation of DM Service
<b>Strategic Transport</b>	0.286k	Contributes to DM fee income	5-6m p.a	100%	12% (£36k P.T Access Officer)	Preparation and delivery of LiP and transport expertise including bidding for external funding to deliver LiP, LTN and all Statutory services. Public access, transport and mobility advice not statutory but addresses high profile, political issues and protected groups.
<b>Building Control</b>	1.5m	1.2m target	0	100%	0%	Income generating and Statutory. Unrealistic income target and posts kept vacant to help meet cost. Growth potentially required for new Building Regs and Building Safety Bill
<b>Total</b>	<b>6.1m</b>	<b>5.6m</b>	<b>6.75m</b>			

Croydon DM	Camden	Tower Hamlets
40 staff and 1 HoS	43 staff and 1 HoS	60 staff and 1 HoS
2435 app determined p/a c.5300 in entirety c.750 pre apps p/a	2414 app determined p/a c.5500 in entirety unknown	1154 app determined p/a 3000 in entirety c.270 pre apps p/a
Majors 88.46%  Non majors 81.25 %	Majors 84%  Non majors 78%	Majors 86%  Non majors 91%
80% decisions granted 5% applications to appeal and actual appeal success rate 73%	92% decisions granted 8% applications to appeal and actual success rate 81%	84% decisions granted 13% applications to appeal and actual success rate 90%
Planning Caseloads c.55-70 per officer Junior Officer 333 p/a	Junior officer case load 261 p/a	Junior Officer case load 103 p/a
Team of 6 Enforcement Caseloads c.100-170 per officer	Team of 12.5	Team of 4
Case loads dramatically increased over last 10 months,; both planning applications and enforcement with performance dropping with Covid and resourcing pressures		

Croydon Spatial Planning	Camden	Tower Hamlets
20 staff and 1 HoS	30 Staff and 1 HoS	54 staff and 1 HoS
Up to date Local Plan and South London Waste Plan	Local Plan and responsible for North London Waste Plan	Up to Date Local Plan
OAPF, 5 Town Centre masterplans, Suburban Intensification SPD, Purley Way masterplan under preparation and SRF East Croydon Station	Euston AAP Fitzrovia AAP	Early stage of East of the Borough AAP
C. £6-8m CiL and £3m S.106 p/a		
Article 4 Direction Town centre office to resi and small HMOs		
Place Review Panel Income Generating	Camden Design Review Panel	Tower Hamlets Design and Conservation Advice Panel
1635h/per annum existing Housing Target proposed 1675h/per annum	889/per annum existing Housing target proposed	3391/per annum existing housing target proposed
5 year land supply = 12 years	5 year land supply = 5.6 years	5 year land supply = 5.2 years
Conversion rate c.70%		

<b>Croydon Strategic Transport</b>	<b>Camden</b>	<b>Hackney</b>
4.5 staff and 1 HoS	22 staff and 1 HoS	23 staff and 1.5 HoS
911 Obs for DM 2020	Unknown but application rate comparable to Croydon	Unknown but few major developments, except some estate regeneration schemes
Secured £450k from TfL and DfT for 34 Low Traffic Neighbourhood Bids	Secured £1.75m from TfL and DfT for 19 Local Traffic Neighbourhood Bids	Secured £1.95m from TfL and DfT for 58 Low Traffic Neighbourhood Bids
Secured £9.6m Liveable Neighbourhood Bid 2019/22		Secured Liveable Neighbourhood Bid
Secured £325k BLEN and £470k Mayor's Air Quality Fund		
Supports deliver of Air Quality Action Plan, GULC project		GULC Projects
Supports Kenley Community Plan and Good Growth		Secured Good Growth Funding
Supports Spatial Planning and Regeneration through transport expertise	Supports Spatial Planning and Regeneration through transport expertise	Supports Spatial Planning and Regeneration through transport expertise
Provides Core transport capacity for GZ programme		

<b>Proposed Reduction and Saving</b>	<b>Impact and Risks</b>	<b>Mitigation</b>
Reduce Local Plan and Place making Team 20/21	Stop preparation of Local Plan	Local Plan is up to date until London Plan is adopted c. 2021
Saving of c.£484k	Abortive Spend of c£275K of £400k Local Plan Reserve	
	Claw Back of c£311k Good Growth Fund by GLA	Negotiate with GLA and commit to use in next iteration of Local Plan
	Lack of expert policy support on complex p/a such as Care Home and Employment proposals	Retention of HoS and Team Leader to ensure core knowledge retained and allow team to rebuild.
	Lack of expert design expertise on complex p/a and pre app	
	Submission of c.£600k Growth Bid for 2022 to restart Local Plan process to meet stat requirement	
Reduce Local Plan Team on adoption of new Local Plan 22/23 Saving of c.£484k	New White Paper requires new Local Plan using entirely new process and reduced time frame	Central Government may make more resources available to LPAs to prepare new Local Plans in new system. Commercialisation opportunities explored with other authorities before 22/23
<b>Recommendation</b>	<b>Take Local Plan Team in 22/23</b>	<b>Local Plan will be adopted</b>

<b>Croydon Building Control</b>	<b>Wandsworth</b>	<b>Ealing</b>
7 Surveyors and 1 HoS	17 Surveyors and 1 HoS	14 surveyors and 1 HoS
52% market share c.1800 applications Building Regs Applications p/a 1200 site visits p/surveyor	55% market share c.2000 Building Regs Applications p/a 1600 site visits p/surveyor	43% market share c.1500 Building Regs Applications p/a 1400 per surveyor
C.90 Dangerous Structures p/a (55-150)	c.75	c.60
C.45 DS out of hours	Not known	Not known
Imminent major change following Grenfall through Building Safety Bill and increased statutory powers and duties – 120 high rise buildings in Croydon		
Long-term retention and recruitment issues arising from completion with Private Sector Approved Inspectors 50% vacancy rate in team. Major concern over race to the bottom on values and standards		
<b>Recommendation</b>	<b>No savings in this fragile and under resourced team and potential Growth Bid required 2022 to meet new Building Safety Bill and Regs</b>	

# Homes and Social Investment

**Cllr Stuart King, Cabinet Member for Croydon Renewal**  
**Ozay Ali, Interim Director of Homes and Social Investment**

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# Key Statutory services

1. Our legal obligations include our responsibilities as:
  - a. Public body
  - b. Employer
  - c. Landlord
  - d. Service provider
2. Any cuts in statutory budgets will mean services will fail
3. Efficiency review is needed to cover Corporate and Investment portfolios
4. Asset Management Plan will be delivered in 2021/22
5. Reductions can be achieved through asset rationalisation and sales
6. Covid 19 pressures on the FM team remain at very high levels

It is possible that some expenditure can be smoothed, deferred to later years, but this will be subject to a full review, possible increases in disrepair claims and consultation

# Key priorities for MTFs period

1. Deliver a comprehensive Asset Management Plan for Corporate Assets and Investment Assets in 2021/22
2. Commence targeted assets disposals over the MTFs period, starting with an interim Asset Sales programme in the new financial year
3. Interim Asset Sales are based on 13 assets that will deliver c.£7m gross [net of cost of sales]
4. Total sales over MTFs are assumed at £52.4m excluding the Croydon Park Hotel and any sites not transferred to BBB, some of which may be put forward for sale
5. Devise a marketing strategy for the sale of the Croydon Park Hotel
6. Evaluate sites not transferred to BBB for potential future development or sale
7. Develop capacity to deliver affordable housing only in the future

# Major risks and next steps

- Headline risks: Scale of the delivery, required at pace whilst managing the risk judicial review and ensuring thorough EQIA's
- For example, if we are going to deliver savings required for next financial year, key decisions, engagement and consultations need to be made/start in next 2-4 weeks