

Scrutiny & Overview Committee Agenda



To: Councillor Sean Fitzsimons (Chair)
Councillor Robert Ward (Vice-Chair)
Councillors Sherwan Chowdhury, Jerry Fitzpatrick, Joy Prince and
Andy Stranack

Reserve Members: Richard Chatterjee, Felicity Flynn, Maddie Henson,
Stephen Mann, Stuart Millson and Callton Young

A meeting of the **Scrutiny & Overview Committee** which you are hereby
summoned to attend, will be held on **Tuesday, 10 July 2018 at 5.00 pm** in **Council
Chamber - Town Hall**

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www.croydon.gov.uk/meetings
Monday, 2 July 2018

Members of the public are welcome to attend this meeting.
If you require any assistance, please contact the person detailed above, on the
righthand side.

N.B This meeting will be paperless. The agenda can be accessed online at
www.croydon.gov.uk/meetings

AGENDA – PART A

1. Apologies for Absence

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

2. Minutes of the Previous Meeting (Pages 5 - 14)

To approve the minutes of the meeting held on 6th March & 23rd May 2018 as an accurate record.

3. Disclosure of Interests

In accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, Members and co-opted Members of the Council are reminded that it is a requirement to register disclosable pecuniary interests (DPIs) and gifts and hospitality to the value of which exceeds £50 or multiple gifts and/or instances of hospitality with a cumulative value of £50 or more when received from a single donor within a rolling twelve month period. In addition, Members and co-opted Members are reminded that unless their disclosable pecuniary interest is registered on the register of interests or is the subject of a pending notification to the Monitoring Officer, they are required to disclose those disclosable pecuniary interests at the meeting. This should be done by completing the Disclosure of Interest form and handing it to the Democratic Services representative at the start of the meeting. The Chair will then invite Members to make their disclosure orally at the commencement of Agenda item 3. Completed disclosure forms will be provided to the Monitoring Officer for inclusion on the Register of Members' Interests.

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. Leader's Question Time

6. Pre-Decision Financial Strategy 2018/22 (Pages 15 - 74)

To provide input into the Council's Financial Strategy 2018/22 ahead of it being presented to Cabinet in September 2018.

7. Annual Complaints Report 2017/2018 (Pages 75 - 128)

To note the Annual Complaints report for 2017/18.

8. Annual Scrutiny Report 2017/18 (Pages 129 - 146)

To note the Annual Scrutiny Report for 2017/2018.

9. Scrutiny Work Programme 2018-19 (Pages 147 - 154)
To agree the scrutiny work programme for future meetings.

10. Exclusion of the Press and Public

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

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

PART B

Public Document Pack Agenda Item 2

Scrutiny & Overview Committee

Meeting of held on Tuesday, 6 March 2018 at 6.30 pm in Council Chamber - Town Hall

MINUTES

Present: Councillor Sean Fitzsimons (Chair);
Councillor Jan Buttinger (Vice-Chair);
Councillors Patsy Cummings, Stephen Mann and Vidhi Mohan

Also Present: Councillor Hamida Ali and David Wood

Apologies: Councillor Carole Bonner

PART A

9/18 **Minutes of the Previous Meeting**

The minutes of the meeting held on 30 January 2018 were agreed as an accurate record.

10/18 **Disclosure of Interests**

There were none.

11/18 **Urgent Business (if any)**

There were no items of urgent business.

12/18 **Children's Improvement Plan Update**

The Executive Director of People and the Interim Director of Early Help and Children's Social care were in attendance to provide an update on the progress of the Children's Improvement Plan.

The Committee were provided with an update on ongoing activities since the last meeting, including partnership monitoring meetings with the Police and NHS, where discussions had taken place to assess the direction and pace of travel. There had also been also been mandatory training for managers and social workers on the Strengthening Families model that was due to be adopted across the whole service from April 2018. Good feedback on the training was received by those that had attended.

The Committee further learned that a detailed review of the Early Help service had taken place and they were currently working on developing the Early Help strategy with a view to implementing it later in the year. Officers had also explored the proportion of social worker tasks that could be undertaken by the early help team.

As part of the Quality Assurance framework, quarterly spotlight meetings had taken place with unit managers to ensure accountability was maintained and challenges were understood, in order to be clear on what was happening across frontline services. Important work around contextual safeguarding and how better multiagency partnerships could work to keep children safe was also ongoing.

The recording systems in the department were now aligned to the new model of working. Additionally, the Children's services budget had been increased with £10.9m invested and agreed as the base budget for 2018/19.

The department continued to face many challenges, with high demand for assessment and pressures from high caseloads remaining prevalent. The service had also experience a considerable increase in complex needs cases. Caseload in the assessment team remained high with better stability seen in caseloads in care planning teams.

The Multi Agency Support Hub (MASH) team became the single point of contact as of 5 March 2018 and Ofsted acknowledged that this was the stronger part of the service. Early Help staff were being deployed to assist with some of the administrative tasks where possible.

There had been notable improvements in fostering reviews and pathway plans for care leavers had been consistently completed on time. There had also been improvements in the management of casework and outcomes for care leavers were satisfactory.

In recruitment and retention, 41% of the workforce were agency staff, however there had been a rise in social worker conversions to permanent contracts due to the effects of stability in leadership. A payments total rewards scheme was due to be launched in April 2018 to attract permanent staff which included a career development scheme. A recruitment package was in the process of being finalised to make Croydon financially attractive to prospective employees.

A Member questioned what short term measures were being put in place to support social workers and their caseloads whilst longer term solutions were being sought? Officers advised that this remained a key challenge and that the average caseload was 35 cases and they were working closely with agencies to recruit good social workers. A review had been taken on the

possibility to buy in contractors but there was no assurance that this would be the safest option, a view that was supported by the commissioner. Additional service managers had been brought in to realise the aspects of the Ofsted challenge of ensuring that the thresholds for assessments had been accurately applied in each case. Officers proposed a future meeting of Scrutiny to specifically look at recruitment and retention.

The Committee further learned that the Director's Network had been in discussion and signed an agreement on capping agency rates but not all London boroughs had honoured the agreement. Nationally, work was underway on various schemes such as the return to social work scheme. There was also the possibility of introducing an apprenticeship later in the year and a range of different routes were being explored to encourage more people into the profession.

In response to a Member question about the emerging picture from the Return Home Interview (RHI) data, officers stated that it was still too early to produce conclusive data on trends relating to missing children. The team was working to interpret some of the intelligence and had been working closely with the police on identifying groups and trends.

Members enquired about the quantity of foster carers in the borough. Officers confirmed that fostering recruitment had been outsourced due to the current contract concluding. There was a need for more foster carers as there had been a rise in the number of LAC children profiles with more local children coming into care. The team had also worked to move from 50% to 90% of cases receiving supervision and it was anticipated that they would be close to this target within 3 months.

A Member queried what had been done to improve child protection indicators which had seen some improvement recently but still required improvements around the adequacy of visits and time frame for reviews. Officers advised that this was being reviewed on a weekly basis with social workers to determine what needed to be done to improve figures. There would be a reviewer in place to manage long term child in need cases.

The Chair asked for an explanation about what in hindsight was considered wrong with the Local Strategic Partnership (LSP) and what had subsequently changed. The Committee was informed that whilst the partnership seemed well organised, its effectiveness had been questioned, the line of sight was not clear and there had been duplication of work. They had since looked at what key Boards needed additional support and how this could be best achieved. A Working Group had been established to identify further improvements and how Sub-Boards could add value to the key issues

identified, but more was still to be done in regards to growth and how to create a collaborative agenda.

In response to the Chair's question on what difference this would make to the improvement plan, officers stated that that the LSP would focus on one priority at a time and had made a decision that its first priority would be tackling youth violence. The LSP board sought to reinforce collaborative work across all services in the borough.

In response to the Chair's query on the progression of change and review of the Croydon Safeguarding Children Board (CSCB), officers advised that they had been working with the Chair of the Board to establish the responsibilities of the key statutory partners. A consultation on changes to be made had just been published and it was anticipated that the full statutory guidance would be available by April 2018

The Chair thanked officers for their responses to questions.

Conclusions

- i. Further information was required on the effectiveness and reality of the partnerships as their objectives were currently difficult to grasp.
- ii. The Safeguarding boards to attend and present at future Scrutiny meetings.

13/18 Question Time: Cabinet Member for Communities, Safety and Justice

Councillor Hamida Ali, Cabinet Member for Communities, Safety and Justice was in attendance to give a presentation on key areas of her portfolio.

Community Safety

To assist in improving Community Safety the Council had secured Section 106 funding to upgrade the boroughs CCTV systems. Tighter controls on drinking zones had been established and the Domestic Violence Strategy had also been upgraded.

Youth Crime

In tackling youth crime there was a focus on addressing key issues including further community engagement, which was seen as the key to tackling issues. Other work streams included working with schools, continued multi agency working and working to secure more funding and resources for the borough.

Community Fund

A report has been considered at 19 March Cabinet meeting to detail how funds had been spent. Despite challenges, voluntary agencies had been able to deliver on services. The Cabinet Member expressed her pride on the achievements of the smaller voluntary agencies, the work they had completed and the services they had been able to deliver within the budget awarded.

Local Strategic Partnership

The LSP would be focusing exclusively on young people, the services that were being offered and their safety in the borough.

Gateway Services

The department had continued to deliver high standards of service. In particular the work relating to Universal Credit and working closely with the community and partners to deliver preventative strategies.

Financial inclusion

Membership for Croydon Plus had increased by almost 50% and the Credit Union was now back in credit, with reserves up from £6k in 2015 to now approximately £112k.

In response to a Member's question on what targets had been set to reduce serious violence and knife crime, the Cabinet Member responded that tackling these issues remained a high priority. The Mayor and Police Crime Plan detailed clear objectives which were a shift from the previous approach. There were planned reviews of the Safer Croydon Partnership to ensure that the infrastructure in place could adequately support action plans. In measuring progress, the Metropolitan Police had been given a clear performance data pack to ensure that they detailed all the work that had been completed and forensic data to be tracked.

Members expressed concern about the rise in violent crime and queried what analysis had been undertaken. The Committee were advised that large scale analysis of violent crime in the borough had been completed and the findings would be reported to a future Committee meeting. Clear patterns had been identified, with a prevalence noted in some geographical areas. There had been a substantial increase across the country in the last few years, with the London Assembly having recently completed a study which highlighted that although serious youth violence was on the increase, the majority was not necessarily connected to gang activity.

The Deputy Cabinet Member stated that officers had been working jointly with partners to come up with solutions through investigations and deep dives into specific trends around incidences. The key priority of future campaigns was

to tackle the issues surrounding young people carrying knives as a safety mechanism to protect themselves.

Members commented that the preventative work that had been completed was good, but extra funding for community groups should be made available in order to ensure that investment in this area continued. The Cabinet Member acknowledged that often too much investment went into reactive response and it was challenging for Local Authorities to combat this culture. Community groups had met to discuss a more strategic approach to tackle the present issues. Increased youth engagement through avenues such as the Young Mayor and information from the Youth Congress would further assist in addressing the problems raised.

The Deputy Cabinet Member stated that a holistic approach was needed and organisations and partners had to start looking at the bigger picture and influences such as diversions from certain lifestyles. The government also had to take matters seriously and provide more funding to support existing services.

The Committee also learned that the Croydon Safeguarding Children's Board (CSCB) had revised its structure and as a result had spent time reviewing all its working groups. The Board was satisfied with its governance, following amendments to the membership to include the appropriate voluntary sector representation, and a democratically elected member's process.

Members wanted increased clarity on what impact the merging of police forces would have on the borough. The Committee was informed policing was changing and as such we were venturing into unknown territory. The changes to the organisation were from a borough command unit structure to a basic command unit with Croydon joined with Bromley and Sutton. The decision was not made by Croydon but the Police would continue to be supported as partners.

Members queried the Fairness Commission and in particular what specific outcomes had transpired as a result of the recommendations made by the Commission. The Committee was informed that the Council had been focused on encouraging businesses to sign up to the Croydon Good Employment Charter and pay employees the London living wage. A recent pilot had been completed by the Council to ensure residents were utilising their spare bedrooms.

In response to a Member query on the monitoring of voluntary sector funding, officers stated that there were currently 37 contracts held with 35 organisations which offered support around sustainability and achieving outcomes. All contracts were monitored closely with regular performance meetings held with each organisations to track progress.

In response to a Member question about what had been done to acquire physical assets for community use, officers responded that community space remained a challenge for the borough. Further work was planned on growth zone investments and the utilisation of council assets in order to establish effective use of the infrastructure to support the community.

A Member questioned how the Council could support a growing organisation, officers responded that Croydon had a large voluntary sector community and it was important that the Council continued to work with those that wanted to make a contribution to the local community. There were challenges to be faced in managing resources and more could be achieved through better co-ordination and utilisation of groups.

A Member questioned how funds in the Community Ward budgets were being used to promote positive growth. The Committee were advised that there were over 400 community groups supported. The key was to maintain consistency on how to maintain ward budgets at the same level and the discharge of funding. The ward budget was designed for Councillors to ensure that the money was used in each specific area. There were records confirming what and where it had been spent, in order to ensure that funds had been used appropriately.

The Chair questioned the effectiveness of the Council's IT systems and whose portfolio this sat within. The Cabinet Member responded that there was a level of collective responsibility amongst all the Cabinet Members as different aspects fell under each of their portfolios.

The Chair further commented that the website and interface was not up to the expected standard that it should be. Officers acknowledged that further investment was required in the areas mentioned and there was ongoing work on identified issues. There were a number of IT systems used in the organisations and departments were working on improving the interface across the systems.

There had however been vast promotion on digital shift to self-service using 'my account'. This has had an effect on the volume of calls to the contact centre by reducing the numbers of face to face and telephone contacts while continuing to maintain customer satisfaction.

The Director of Strategy and Partnership stated that they had been exploring wider strategy issues relating to resolving IT problems and as part of this had been exploring possible engagement with the over 1500 tech companies in the borough.

The Chair commented that there were ongoing concerns regarding the scrutiny of the work carried out by partners such as the Police who had failed

to attend meetings. Support was required in this area to ensure that we get a thorough presentation on the effectiveness of the Council's partnerships. The Cabinet Member acknowledged that Scrutiny had requested the Borough Commander to attend its December meeting, but this had not happened and she would be working to understand the barriers.

The Chair thanked the Cabinet and Deputy Cabinet Member as well as officers for attending to answer questions and for their contribution to all the meetings throughout the year.

Conclusions

- i. It is positive that we are looking at the effectiveness of joint working and would welcome a representative from the LSP board to provide a presentation to the Committee
- ii. It was difficult to determine the effectiveness of proposals on measuring targets to address youth violence and crime

14/18 **Work Programme**

The Members agreed for the meeting on 17 April to be cancelled.

15/18 **Exclusion of the Press and Public**

This was not required

The meeting ended at 9.20 pm

Signed:

Date:

Scrutiny & Overview Committee

Meeting of held on Wednesday, 23 May 2018 at 7:40 pm in Council Chamber - Town Hall

MINUTES

Present: Councillors Sean Fitzsimons, Sherwan Chowdhury, Robert Ward, Joy Prince and Andy Stranack

Apologies: Councillor Jerry Fitzpatrick

PART A

1/18 **Appointment of Chair, Deputy Chair and Vice-Chair**

The Committee **RESOLVED** to appoint Councillor Sean Fitzsimons as Chair, Councillor Sherwan Choudhury as Deputy-Chair and Councillor Robert Ward as Vice-Chair for the Municipal Year 2018-2019.

2/18 **Appointment of Sub-Committees of Scrutiny and Overview Committee**

The Chair proposed to move the agenda *en bloc* and this was seconded by the Deputy-Chair.

RESOLVED – That the Committee appointed:

- i) Councillor Robert Ward as Chair and Councillor Sean Fitzsimons as Vice-Chair for the Scrutiny Children and Young People Sub-Committee for the Municipal Year 2018-2019.
- ii) Councillor Sherwan Choudhury as Chair and Councillor Andy Stranack as Vice-Chair for the Scrutiny Health and Social Care Sub-Committee for the Municipal Year 2018-2019.
- iii) Councillor Sean Fitzsimons as Chair and Councillor Robert Ward as Vice-Chair for the Scrutiny Streets, Environment and Homes Sub-Committee for the Municipal Year 2018-2019.

The meeting ended at 7.43 pm

Signed:

Date:

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For general release

REPORT TO:	SCRUTINY AND OVERVIEW COMMITTEE 10TH JULY 2018
SUBJECT:	PRE DECISION FINANCIAL STRATEGY 2018/22
LEAD OFFICER:	RICHARD SIMPSON EXECUTIVE DIRECTOR RESOURCES (SECTION 151 OFFICER)
CABINET MEMBER:	COUNCILLOR SIMON HALL CABINET MEMBER FOR FINANCE AND RESOURCES
WARDS:	ALL
ORIGIN OF ITEM: This item is contained in the Committee's work programme.	
BRIEF FOR THE COMMITTEE: To provide input into the Council's Financial Strategy 2018/22 ahead of it being presented to Cabinet in September 2018.	

1.0 **DETAIL**

- 1.1 This report provides Scrutiny and Overview Committee with the background documents and the opportunity to provide input and challenge into the Financial Strategy 2018/22 ahead of the formal decision at Cabinet in September 2018.
- 1.2 The current Financial Strategy covers the period 2015/19 and it is being refreshed for the period 2018/22 to align with the political administration.
- 1.3 The current Financial Strategy 2015/19 was approved at Cabinet in February 2015 and has been reviewed annually as part of the budget setting process. The current financial strategy is contained at appendix 1 to this report.
- 1.4 The annual July Financial Review report is being presented to Cabinet on the 18th July 2018 and details the Council's current financial position, including the 2017/18 outturn, the revised capital programme and a high level review of the assumptions, risks and opportunities over the medium term. This report is appendix 2 to this report.
- 1.5 The attached appendices and officer and Member presentations being made to this committee as part of this report will provide the committee with the necessary information to scrutinise and challenge the Council's Financial Strategy 2018/22 as well as ask questions ahead of decision making in September 2018.

Appendices

Appendix 1 – Financial Strategy 2015/19

Appendix 2 – Draft July 2018 Financial Review

Report Author: Richard Simpson, Executive Director Resources and S151 Officer

Contact Person: Richard Simpson, Executive Director Resources
and S151 Officer

Finance Strategy 2015–2019

APPENDIX K



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1. Forward from Simon Hall, Cabinet member for Finance and Treasury

The Financial Strategy has been prepared in the context of the continued huge cuts made to local government funding since 2010 and currently forecast to continue over the period covered by this financial strategy.

Local Government has, in many ways, been the worst hit part of public spending under the current Government. This has been seen in the direct elements, such as revenue support grant but also indirect elements such as council tax support, housing benefit, changes to responsibility not fully funded and risk-shifting. In addition, many parts of the calculation of funding to individual local authorities have been frozen. For Croydon, this has added to the pressures by a combination of:

- Population growth, putting unprecedented pressure on all services, most notably schools places
- Actions by Central Government, such as welfare reform and the bedroom tax, which has changed the demographics and needs of residents
- Overall demographic changes

We have made significant representations to Ministers and Shadow Ministers, highlighting Croydon's case, both in terms of direct funding and in terms of our Growth Plan, which was presented in Westminster. Although there have been some encouraging responses, there is nothing tangible at this stage that can be assumed in setting the strategy.

Some £100 million has had to be found over the last four years. The current administration came in with a £100 million hole to fill over the first three years. At the same time, we were elected on a programme of ambition for Croydon.

In this incredibly challenging context, the Council's financial strategy focuses on three areas that we consider to be essential, if we are to deliver to the residents of our borough, whilst ensuring solid financial management. These priorities are:

- To maximise economic growth locally
- To realign our resources to protect our front line resources as much as possible
- To ensure we retain a strong financial management framework and systems

I believe that we can, through this strategy, maintain our commitment to being ambitious for the people of Croydon.

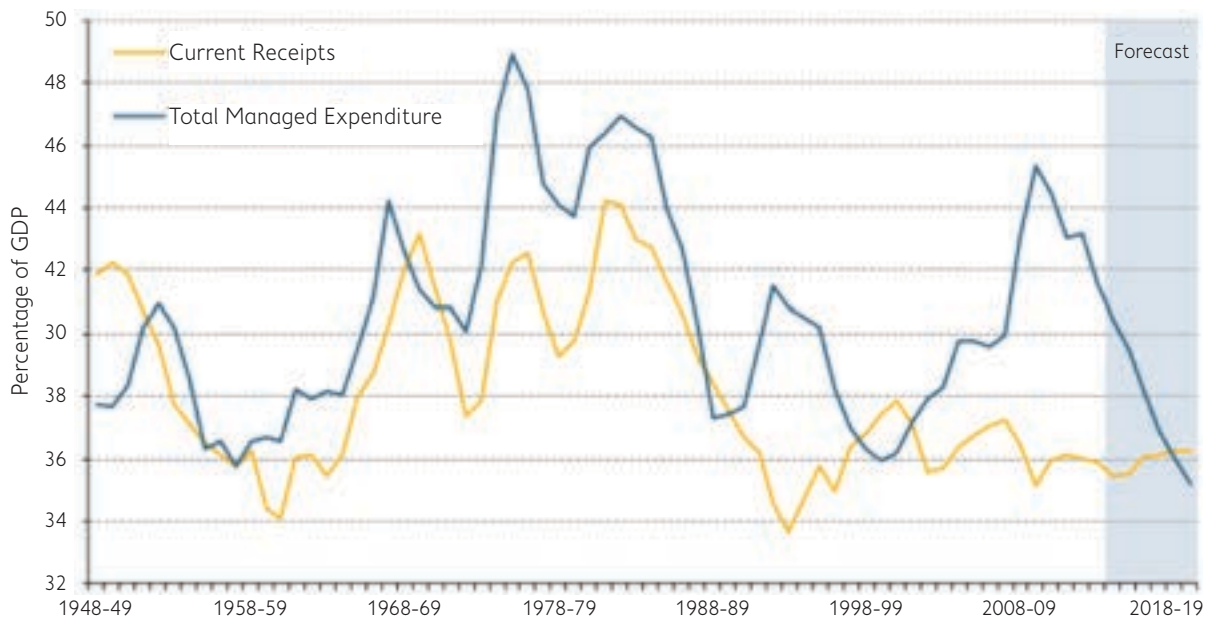
2. National Context and Outlook

The Government's Fiscal Policy

In 2010 the Coalition Government made a commitment to eliminate the budget deficit over this current five-year Parliament. Its intention was to achieve a balanced budget through a combination of tax increases, public sector spending cuts, and welfare cuts.

Figure 1 shows that tax receipts in the UK have remained relatively flat over the past 10 years (at about 36-37% of GDP). This is a combination of tax policy and economic performance, and it appears that future spending will have to be reduced to this level of income relative to GDP. This implies continued cuts in public sector spending from the current level of around 41% of GDP.

Figure 1 – Total public sector spending and receipts



Source: ONS, OBR.

After the next General Election, any government will be faced with the same challenge as to how the gap between expenditure and tax receipts can potentially be closed. The pace of change and the reliance placed on cuts in public sector spending will be crucial to local government.

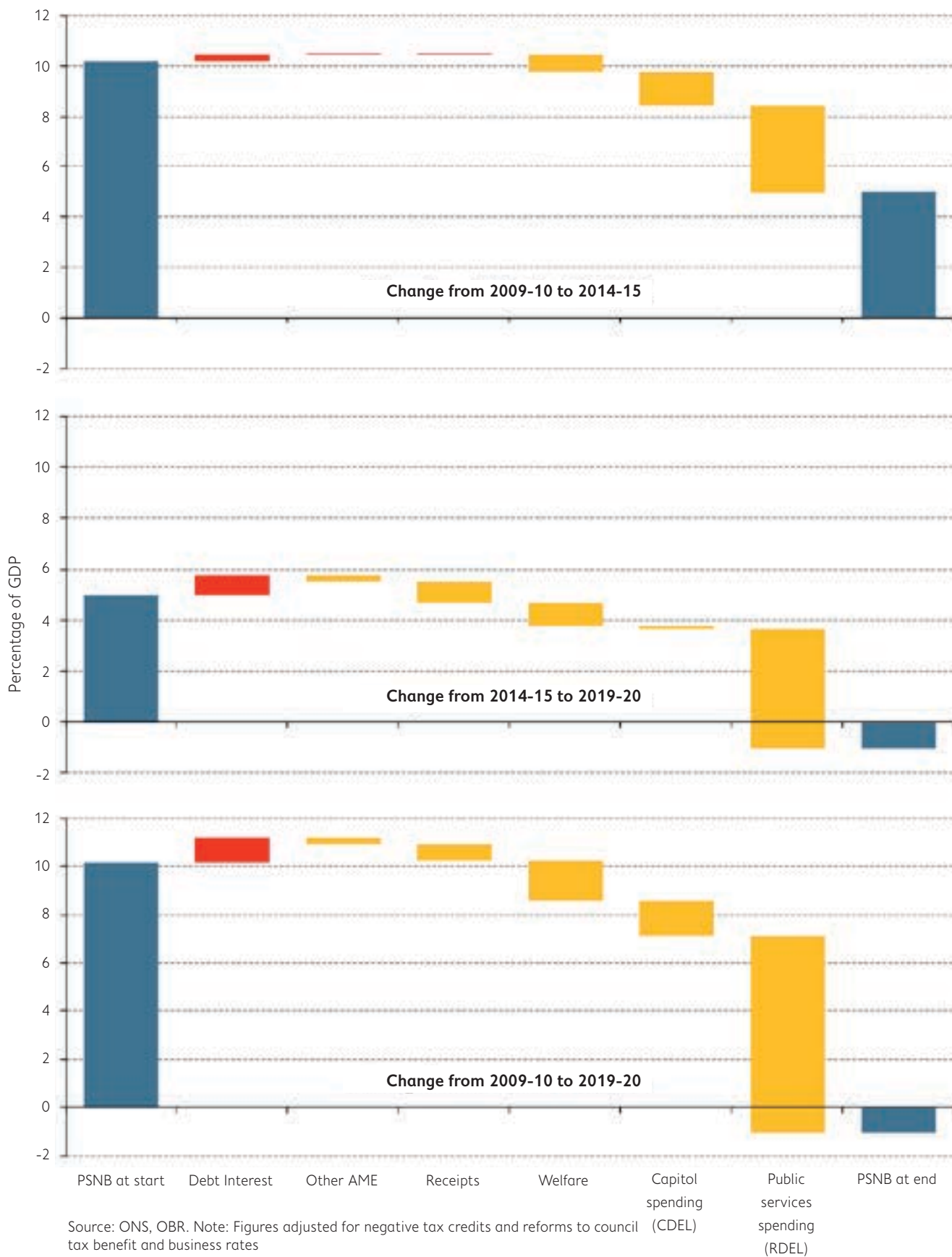
The first chart in Figure 2 shows how the gap was reduced between 2009-10 and 2014-15. The bulk of the savings were from cuts in revenue spending and, to a lesser degree, in capital spending. There were some savings in welfare spending and almost nothing from increased tax receipts.

The second chart shows that there is the same budget gap to close again (about 5% budget deficit). Again, it is expected that the bulk of

the deficit reduction will come from reductions in revenue spending. There will be less of a squeeze on capital spending, which reflects the Government's policy of giving infrastructure investment a higher priority. Planned welfare cuts will be about the same as in the current parliament, and tax receipts a bit more than the current parliament.

This analysis paints a bleak picture for local government: cuts in overall revenue spending are likely to be at least as great as they have been in the current parliament. The actual scale of cuts will depend on political choice, and whether a future Chancellor wants to run a budget surplus or whether they are willing to get close to a balanced budget (say, fewer than 2% budget deficit).

Figure 2 – Composition of deficit reduction



Impact of the cuts on local government

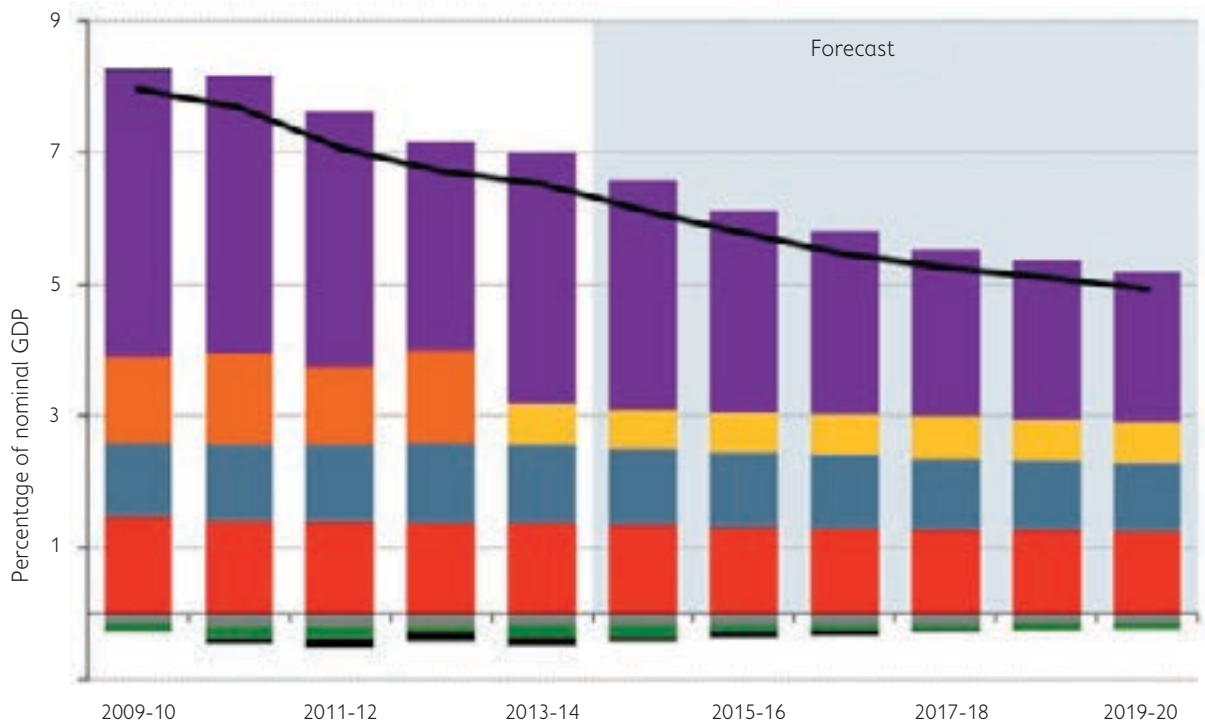
The cuts in public sector spending and the balancing of the UK budget deficit continue to be the dominating factor for local government now and over the period of this financial strategy. Cuts in revenue funding for local government over the current parliament (2009-10 to 2015-16) have been severe (28%). If the planned fiscal consolidation is implemented, total net current expenditure in local government will have fallen from 8.0% of GDP to 4.9%, a reduction of almost 40% as a proportion of GDP between 2009-10 and 2019-20 (and greater in cash terms).

Figure 3 shows how cuts in overall public sector spending might translate into reductions in funding for local government. Cuts in spending power for local government come principally from reductions in central government grant funding. Business rates yield rises roughly in

line with increases in the multiplier (inflation) and council tax remains steady in cash terms (average increase in Band D council tax only just above 0%). Whilst the direction of travel for funding for local government is fairly clear, the actual amount of cuts in funding and how much of this will impact on Croydon is more difficult to determine.

The precise impact on local government is not confirmed yet. Much will depend on political decisions made by the next government, including: the pace of reduction in budget deficit and when this might potentially be attempted to be balanced by; how deficit reduction is delivered (the make-up of increases in taxation or reductions in spending); and which services are protected and to what extent. Local government is likely to be asked to deliver a large proportion of any shortfall. This is a particularly difficult period to forecast because the range of options is very wide, including both political uncertainty and different potential approaches to fiscal consolidation.

Figure 3 – Composition of local authority financing



Source: DCLG, OBR

¹ Central government grants in DEL from 2013-14 includes funding for business rates not yet retained by local authorities.

² Figures for central government grants to local authorities in DEL after 2015-16 are assumed to decline in line with total implied PSCE in RDEL

- Council tax
- CG grants: housing benefit
- CG grants: business rates
- Retained Business Rates
- CG grants: other grants in DEL (1,2)
- Other
- CERA
- Net use of reserves
- Total net current expenditure

3. Financial Strategy Objectives

1. To ensure that the focus of the council's budget is prioritised towards the front line to ensure the best possible service to our residents

The budget is always a choice about priorities despite a number of statutory responsibilities and a rapidly reducing income from government since 2010. Protecting the front line is a key priority of the administration and therefore is a central part of the financial strategy.

The Leadership of the organisation, both officer and political, has agreed that we need to rebalance the resources of our organisation to ensure that more of our resource supports the delivery of front line services¹; and that over time we reduce the cost of the enabling services² which support the front line. At present the ratio of enabling to front line within the organisation is 50:50. Over the period 2015/18 it is intended to rebalance our resources to reflect the outcome priorities for our residents and therefore to aim to achieve a 40:60 ratio. The proposals impacting the first tier across the whole Council new seek to support this realignment of our resources to achieve this aim. The definitions of the activities are set out below.

Service Delivery/ Front Line Delivery

Activity and costs related to the delivery of Front Line services.

Example staff activities:

- Parking Wardens activity
- Activity from staff in the actual delivery of a care package
- Driver providing transport to a customer

Example non staff costs:

- Contract spend on Waste Collection
- Contract spend on Foster Carers
- Contract spend on Temporary Accommodation

Enabling Service Delivery

Support activity and costs Enabling Service Delivery to take place.

Example staff activities:

- Enquiry handling activity
- Processing requests and applications activity
- Eligibility and assessments activity
- Managing contracts activity
- IT activity supporting the service delivery
- Quality assurance of service delivery activity
- Procurement and commissioning

Example non staff costs:

- IT contracts spend supporting service delivery

¹ Front line service – a service where the relationship between our resident and the service can be measured as a direct contact, influence or support.
² Enabling service – a service where the relationship exists between the front line service and service.

Core Activity

Non-service specific activity and costs fundamental to the Councils existence.

Example staff activities:

- Developing corporate strategy and policy activity
- Activity relating to the democratic Core
-

Example non staff costs:

- Fixed building costs
- Facilities management spend on fixed buildings
- Fixed infrastructure costs e.g. parts of ICT provision

The Transformation Programme is the primary tool to drive this change as it acts to shape the structure of the Council in two clear ways. Firstly the programme itself has identified the changes required which will improve key outcomes and the service models/business models which will enable these outcomes to be achieved. These models influence the structure of the Council. Secondly the structure of the organisation needs to be remodelled to successfully deliver the 'ideas' which have been created and thus ensure the structure of the Council is robust both in terms of the resource envelope available and key outcomes which have been prioritised.

The 2015/16 budget sees that start of the change with nearly 50% of the savings in the budget coming from the Resources department.

The Digital by Design and Enabling Core is the key programme that will support the reduction in our enabling costs as a council. These projects will:

- a) develop and apply digital solutions that help reduce the cost and streamline the way in which the Council does business, to both the customer experience and to internal services and processes; and
- b) further simplify, standardise and share enabling spend in order to provide a more agile and effective support function.

Asset Management - The Cabinet on 17 November agreed the Asset Strategy to support the delivery of the Growth Promise and to support the delivery of our Financial Strategy. Through the implementation of the strategy the council will be looking to make better use of its assets to deliver services and also reduce the cost of the space occupied.

Contract Management Transformation – The council spends a significant amount of its budget on commissioned services. Savings of £2m have been included in 2015/16 to reflect the new approach to Contract management and commissioning as set out to Cabinet on the 15th December.



2. To invest where possible to support economic growth locally

Croydon Council has plans in place to maximise economic growth within the borough. Some of these plans will have direct financial consequences for the council, such as where capital investment is required or in the setting up of a housing company. There will also be indirect financial benefits, such as from increased tax revenues.

“Promoting growth and economic prosperity”

This is one of the Council’s key policy priorities and the Council’s plans are set out in “The Croydon Promise: Growth for All” builds from our existing strategic policies, including: the *Croydon Local Plan: Strategic Policies 2013*; the emerging *Croydon Local Plan: Detailed Policies and Proposals* and *Croydon Local Plan: Strategic Policies Partial Review*; and the *Infrastructure Delivery Plan (IDP)*.

Targets for 2020:

- Our economy will be growing rapidly;
- New houses will be being built at a faster rate;
- The metropolitan centre will offer the most exciting shopping and leisure experience in London and the South East;
- Our district and local centres will be ‘neighbourhoods of choice’;
- Croydon will confirm its position as South London’s primary commercial centre;
- Croydon will be one of London’s most enterprising boroughs;
- Croydon will be a place that is easy to move around;
- Croydon will be a hub for learning.

The Council recognises that the delivery of these of the growth promise needs to be supported by direct investment by the council to drive the pace of growth and is keen to work with the private sector to, where necessary unblock and enable their delivery.

One way of addressing these constraints is to establish a Revolving Infrastructure Fund. A fund of this nature could, over a period of time, provide funding, finance, debt, skills and resources to a portfolio of projects across the area, whilst ensuring a more strategic and joined up approach to investment.

This more innovative approach to enabling delivery will entail the Council taking a lead role in funding and finance arrangements. In this context the Council has taken the decision to establish the RIF as a vehicle to offer this support, with £3 million identified to take forward the development of this initiative.

This will focus initially on the delivery of sites within the council’s current ownership linking with the key objectives of the councils approved Asset Strategy.





Growth Zone

The Autumn Statement set out the potential opportunity for Croydon to be a Growth Zone, Croydon provides one of the greatest growth opportunities in London and the South East. The scale of growth planned is the equivalent to that of Ebbsfleet, yet in half the time. Over the next five year period Croydon will deliver a £5.25bn³ regeneration programme.

Croydon's growth objectives state that the area can create upwards of 23,594 net new jobs to London with a further 5,097 during the construction phase and 8,359 new homes in the opportunity area by 2031. The annual GVA equivalent of these jobs is estimated to be in order of £1.2 billion by 2031.

Croydon estimates that the public sector support needed to drive change, amounts to around **£1.1bn**. Croydon has already raised nearly half of this amount through its own sources and Transport for London (TfL) investment. This leaves a funding gap of **£805m**. We would like to see the devolution of business rates and stamp duty in the zone to enable this gap to be met.

Croydon would like to create an innovative *Growth Zone* for Government which will not just see this growth potential delivered but provide a locally led solution.

Croydon would like to create a *Growth Zone* in the Opportunity Area which will have three core strands:

1. Supported delivery of housing;
2. Delivery and ownership of hard and soft infrastructure; and
3. Facilitation of private sector redevelopment and investment.

The *Growth Zone* aims to address the delivery of infrastructure, in its widest sense, the non-delivery of which is currently one of the most significant risks to the delivery of these growth objectives. To achieve this, it would like to create a '*Growth Zone*' which will have the financial means to deliver locally with an impact felt across London.

The BRRS and New Homes Bonus now gives some opportunities for local government to get financial rewards for supporting local economic and housing growth. These changes reflected a wide consensus that the current system did not incentivise local decisions that supported growth. These changes in funding effectively underpin/support Croydon's corporate priority of 'Promoting economic growth and prosperity', and they are explored in the following sections on New Homes Bonus and Business Rates.

³ Croydon's integrated delivery plan has identified projects in the pipeline which will deliver this investment

New Homes Bonus

The New Homes Bonus Grant incentivises Croydon for promoting house-building in our communities by rewarding the council with a grant for:

- each additional housing unit built;
- each empty home brought back into use; and
- each affordable housing unit delivered.

The majority of this resource is essentially top-sliced from the Revenue Support Grant. Therefore, the New Homes Bonus is part of a shift

from a needs-based formula of funding for local government to one that places more emphasis on local economic growth. The Council has a clear plan for the provision of new housing in the Borough which will help deliver New Homes Bonus over the period of the financial strategy.

The tables below show the details of Croydon's allocations since the start of the scheme.

There is a risk that New Homes Bonus ceases after the next General Election. This would mean that Croydon would not get the full benefit of its investment in the local economy. The risk would be offset because the current NHB funding would be recycled through RSG, and Croydon would expect to receive its share.

Figure 4 – New Homes Bonus – Grant Allocations

Grant Element	2011/12 allocation £m	2012/13 allocation £m	2013/14 allocation £m	2014/15 allocation £m	2015/16 allocation £m
Additional New Homes	1.981	1.528	1.081	1.250	1.831
Empty homes brought back into use	0.221	0.231	(0.067)	1.528	(616)
Affordable Housing	-	0.264	0.202	0.095	122
Annual Increase	2.202	2.023	1.215	2.873	1337

Annual Grant (Cumulative)	£m	£m	£m	£m	£m
2011/12	2.202				
2012/13		4.225			
2013/14			5.440		
2014/15				8.312	
2015/16					9.649

New Homes Bonus - Increase in Housing Units

Year*	New Build		Empty homes brought back into use		Affordable
	No. of Units	Band D equivalent	No. of Units	Band D equivalent	No. of Units
2011/12	1,562	1,377	159	153	n/a
2012/13	1,252	1,062	155	161	753
2013/14	841	748	(41)	(47)	577
2014/15	972	859	1,068	1,050	270
2015/16	1,385	1,247	(447)	(420)	350



Business rates

The Council will benefit from being able to retain 30% of the increased yield from locally generated Business Rates resulting from increased economic growth. It incentivises Croydon to retain, develop and grow the businesses already in the borough as well as increasing the attractiveness of the town for other businesses to set-up or re-locate here. This also brings risk in that the council will carry 30% of the risk of any reduction in business rates yield. A key part of our strategy will therefore be to try and increase the yield to support our future budget. The table below shows the current business rate income and future forecasts.

Figure 5 – Business Rates Annual Increase

	2013/14	2014/15	2015/16	2016/17	2017/18
	£m	£m	£m	£m	£m
Business Rates Income	32.962	33.604	34.532	35.706	37.063
Top up	31.723	32.340	33.232	34.196	35.324
Baseline Funding Level	64.685	65.944	67.764	69.902	72.387
Annual Increase		1.259	1.82	2.138	2.485
Assumptions					
Annual NDR Growth				0.50%	0.50%
RPI (OBR forecast)				3.30%	3.60%

3. To ensure we retain a strong financial management framework and systems

Over recent years the Council has worked hard to maintain financial stability. Given the turbulent economic environment we face, maintaining financial stability will be essential in order to continue to maintain a medium to long term strategic focus for the Borough and its priorities.

Balanced budget

One of the key strengths of the Council is its financial management which has enabled the financial stability track record to be achieved over recent years. We have managed to deliver the priorities of our community within our overall budget resources over the past four years, despite the many difficult challenges and choices. Maintaining this level of financial discipline will be vital over this coming financial period and this is firmly established in the performance accountabilities of the officers of the organisation and the discipline of the organisation itself.

Balances and reserves

The Council needs to maintain an appropriate level of general fund balances to maintain financial stability and to manage any identified and increased financial risk. This has been set at a minimum of 5% of net operating expenditure for the financial strategy. Given the reducing budget this target will decrease year on year and therefore there are no plans to budget to get to 5% in the short term.

In determining the minimum level of balances, key factors include:

- The risks inherent in the budget;
- The level of specific reserves and associated provisions;
- The future risks the Council maybe exposed to; and
- The Authority history of delivering services within the budgetary provision set.

There has been a significant risk shift from central government to local government in terms of business rate and council tax benefit which make it more vital than ever that reserves are held to protect the Council from this potential risk.

Alongside general balances it is vital the Council has an appropriate level of reserves and provisions to support the delivery of the resident's priorities and to protect our services, where possible, against the negative economic circumstances.

Strong financial service, systems and process

Financial management continues to be an area of strength for the organisation over the last 4 years which has resulted in positive external audit opinions and a strengthened financial position. Despite this strong performance it is clear that the challenge for the public sector will become greater over the coming years. In this time the finance function has unified across the Council providing an efficient and professional service.

The unified finance function continue to examine the approach to financial processes and reporting with consistent best practice and ensuring that service managers have the support and competencies they require to deliver value for money services across the organisation.

One Oracle

The Council has delivered a new Finance and HR system in partnership with 5 other London Boroughs. This has reduced the costs of ownership and have some standardisation across the participating boroughs in order to minimise further upgrade costs through sharing. The council will be reviewing the opportunities from further sharing of the services delivered from the system with partners over the next 12 months.

Financial planning and budget process

The Council has a robust and detailed resource planning process to align our resources to our agreed priorities and also, to challenge, at a service level, performance, costs and customer satisfaction. A twenty year planning model is used to inform assumptions and various sensitivities are tested.

4. Key Pressures for Croydon

Many of the pressures on Croydon's budget come from changes in the local population. Croydon is the largest London borough (363,400 residents), it is growing quickly, and it has a diverse population. Growth and change in population drives demand for new services, and funding for those pressures is not met by additional funding from central government. Croydon has challenged Government on the way that it short-changes the Council on these pressures.

Changes in responsibilities for the Council are also driving costs. This includes welfare reform and the new social care responsibilities in the Care Act.

Population growth

The Office for National Statistics (ONS) projected a 2011 population for Croydon of 350,100 people, compared to a 2011 Census population of 363,400. This equates to a total under-estimation of 13,278 people (3.8%). This compares to an underestimate across London of 1.3% and nationally of 0.7%, with Croydon therefore being disadvantaged by a factor of over 5 times, compared to the average national position. Based on an estimate that each person is 'worth' approximately £1,025 in local government funding terms, prior to 2013/14 (when the 2011 Census figures were introduced), an under-enumerated population of 13,278 people would be equivalent to £13.6m in lost funding per annum for the Council alone.

Figure 6 shows that Croydon's population growth of 7.3% is expected to be higher than the England average (6.7%), and significantly higher than the average seen in most other regions. From 2014/15 onwards, the distribution of funding between local authorities is essentially "frozen". It is the government's intention that this funding distribution will not be reviewed until 2020/21. If the distribution of funding was 'rebalanced' to account for different rates of population growth, it is estimated that Croydon Council's funding levels would increase by a total of £2.2m between 2014/15 and 2020/21 (and would rise to £0.8m per year by 2020/21). The decision to freeze the funding distribution from 2014/15 will therefore penalise Croydon relative to authorities other parts of England.

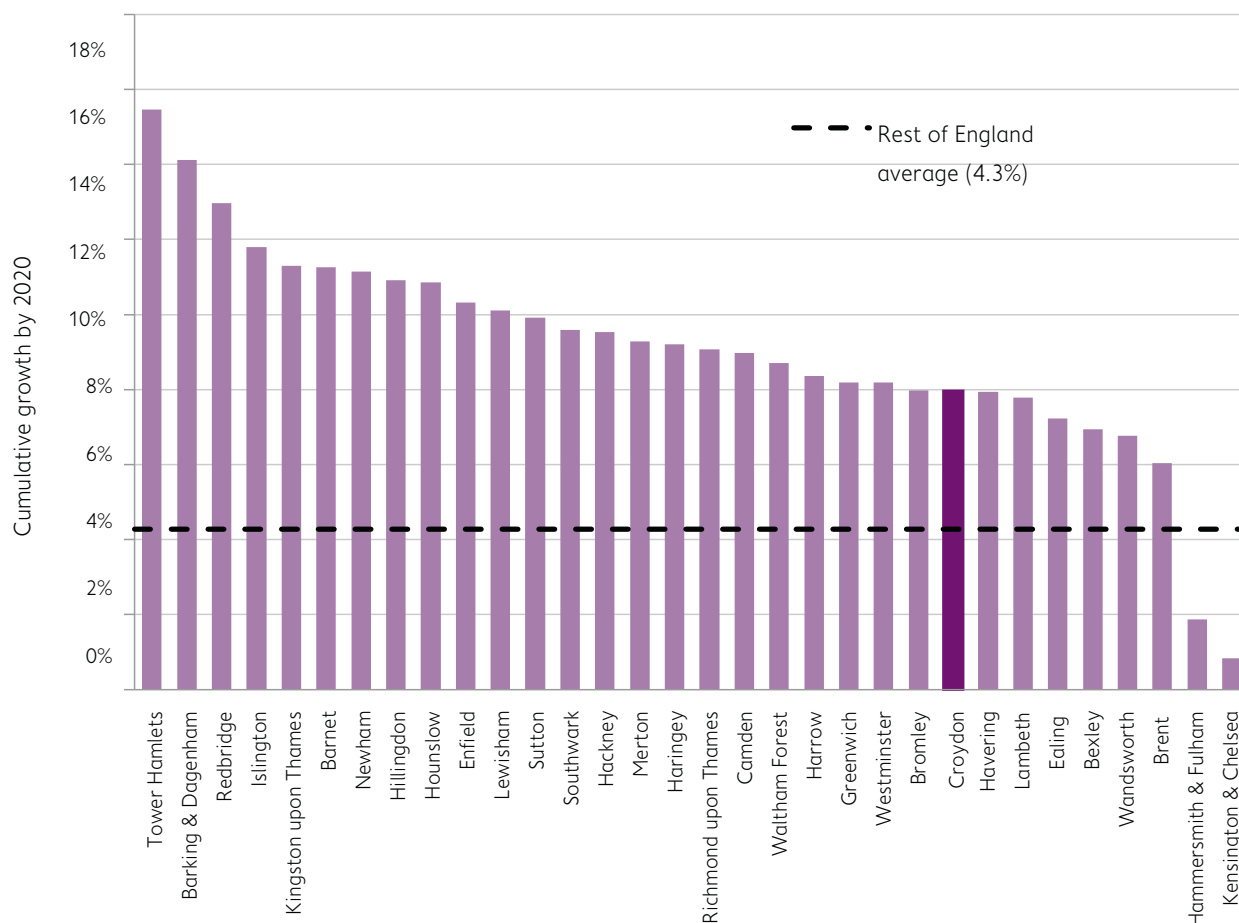
Demographic trends

Croydon is becoming relatively more deprived in comparison to other London boroughs and the England average. There has been a recent trend for more deprived people to move out from inner London into outer London boroughs, such as Croydon (known as the "suburbanisation of deprivation).

Croydon also has particularly significant pressures from migration. Partly, this is due to the location in Croydon of the Border Agency's only non-port based screening centre in the country. As a result, the borough has become a long-term base for many asylum seekers. This means that Croydon is facing associated challenges on a scale that no other authority in the country is required to face. Specific issues have been identified below which could indicate that the location of Lunar House places financial pressure on the Council, including No Recourse to Public Funds, homelessness and specific pressures in children's services.



Figure 6 – Cumulative growth in population by 2020



Social care/ Care Act

The Better Care Fund is an integrated fund with the intention of delivering better integration of health and social care. It is jointly managed by the Council and the CCG. Funding is provided from a combination of existing pooled budget (section 256 arrangements) and from existing base budgets. Funding is already fully committed and there is no additional spending power in the short term. However, better working and stronger provision of community-based services has the capacity to deliver more effective local services and the potential for savings. From 2015-16, the Croydon Better Care Fund will be pooled through a joint s.75 agreement between Croydon Council and Croydon CCG.

Pupil places

Croydon has the fastest-growing pupil population in England, with forecast growth in the number of planned pupil places being greater in Croydon than for places in any other local authority, an increase of 36.2% from 2012/13 to 2017/18, compared to a London increase of 17.8% and an England average increase of 8.8%.

In its current phase of building, the Council will have to provide a further 33 primary and 21.5 secondary forms of entry for the period 2015-17. Seven new schools will need to be built, which requires the Council to fund the costs associated with the new land. The Council estimates that the actual cost of provision to meet this growth in demand will be £165m between 2013 and 2015, compared to funding from government of only £111m. The remaining funding will be required from capital borrowing, with the cost of financing the borrowing being financed through Council Tax, placing significant budgetary pressure on the authority.

Croydon has asked for more flexibility over how it manages the pressure on the places in its schools. Additional flexibility would include larger classroom sizes or the adoption/piloting of the European model of schooling, which would allow the Council to maximise the use of its existing accommodation.

The Council is also continuing to call for more funding for the new places that it will have to build, and for the government to fund a larger proportion of the overall cost. The shortfall over two years is more than £50m, and this is set to grow over future years as more places are required. Greater certainty over funding allocations would also help the Council to put in place more robust medium term plans.

5. Resources

Croydon’s projected resources over the period of the financial strategy are driven largely by the cuts in Government funding. Figure 7 shows that it is estimated that Revenue Support Grant will fall by £66.1m between 2015-16 and 2018-19.

These reductions will be offset to a limited degree by additional resources from council tax, in part from an increase in taxbase and better than expected collection rates.

Figure 7 – 2016-17 to 2018-19 Funding changes for Croydon

Description	2016/17 (£m)	2017/18 (£m)	2018/19 (£m)	2016/19 (£m)
Funding				
Grant Reduction	16.800	14.600	7.385	38.785
Council Tax base changes	(2.572)	(2.623)	0.000	(5.195)
Academies Conversion (Loss of ESG)	1.150	0.000	0.000	1.150

Resource forecasts for Croydon

Prospects for public sector and local government funding have been explored already in this financial strategy. Based on this information and analysis, Croydon is assuming that SFA will fall by 13.4% in 2016-17 and 2017-18, the same rate as the cut in SFA in 2015-16. This results in cash reductions in Revenue Support Grant of £16.8m in 2016-17 and £14.6m in 2017-18. The projected reduction in grant over the period of the financial strategy is £66.1m, which is equivalent to more than 50%.

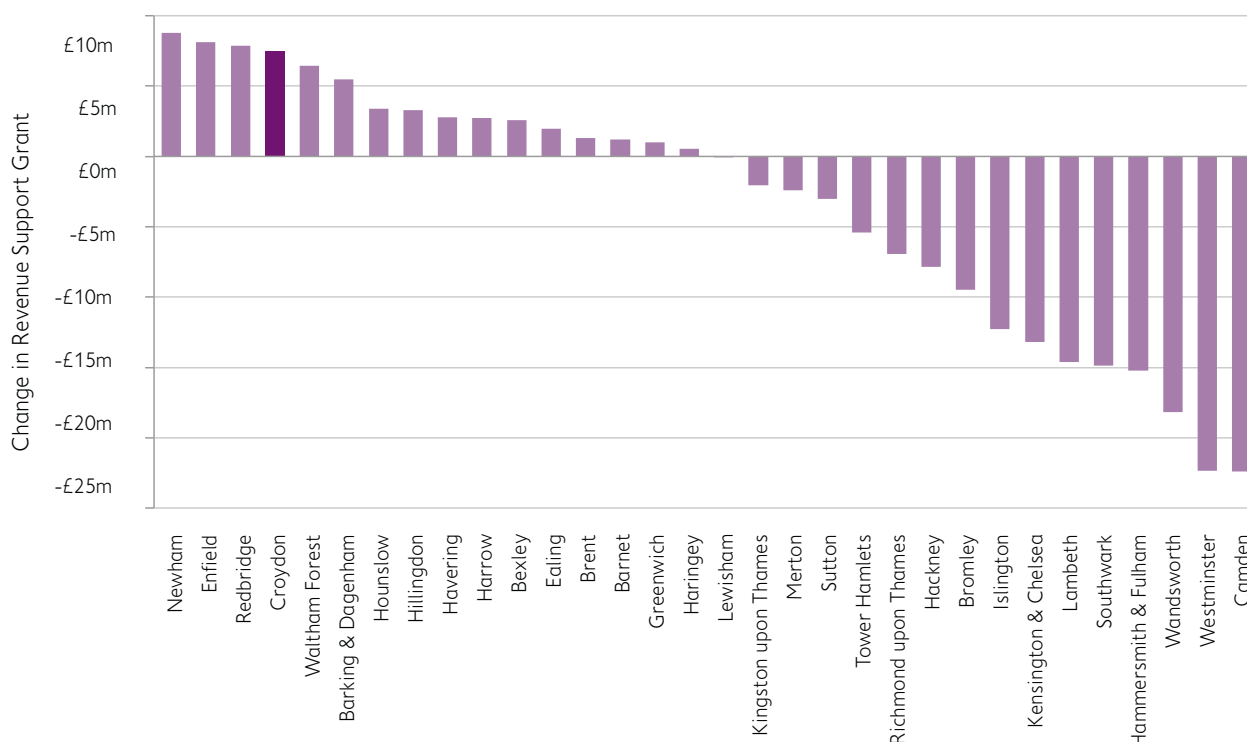
Within the introduction of the BRRS, Croydon will retain a proportion of the business rates that it collects. It is expected that the income received by Croydon will increase in line with the multiplier (which increases in line with the September RPI). Thus the Council’s income is derived from RSG and from retained business rates.

Funding shortfalls for Croydon

Within the context of this frozen funding system, Croydon is penalised for two reasons: (i) rapid population growth and (ii) initial levels of damping.

As we have seen, Croydon is projected to have faster than average population growth between 2013 and 2020. It is projected to grow by 8.0% over this period, compared with only 4.3% for authorities outside of London. If the SFA was adjusted each year to compensate authorities for their relative population growth (while holding the envelope of total funding constant), it is estimated that Croydon’s annual revenue would increase by up to £4.6m by 2020.

Figure 8 – Damping correction grant



Croydon is also penalised by damping. Croydon was above the funding floor in 2013/14, with its Formula Funding was ‘scaled back’ by £10.6m to provide additional funding to authorities who would otherwise have been below the floor. Damping was intended as a transitory measure to minimise year-on-year fluctuations in funding; however, the ‘freeze’ in funding shares in 2013/14 effectively locked this damping into Croydon’s settlements over the subsequent years (and potentially until 2020/21). Damping for Croydon effectively means that it is not being funded for the needs that the government has assessed in the first instance. Figure 8 shows how much extra Croydon would receive if damping was phased-out and the impact on other London boroughs.

Growth in the council taxbase has been built into the projections (£4.100m in 2015-16) and there is potential for further growth in future years. Taxbase is projected to increase by 2.4% in 2015-16 compared to the 2014-15 base. The collection rate is currently at 96.7% and it is expected to remain at this level or even to improve. Recent years have seen collection fund surpluses as taxbase has grown more quickly than expected and collection rates have also improved (expected surplus of £3.5m in 2015-16).

For New Homes Bonus, Croydon is assuming growth of £0.810m in 2015-16 and £2.183m in 2016-17. London boroughs will contribute £70m to the London LEP in 2015-16 (pro-rated to boroughs). New Homes Bonus is not permanent and future allocations could potentially be lost if there is a change in government. Any unused NHB is recycled, and if NHB were stopped, Croydon would expect to receive its share of recycled NHB.

Council Tax

The financial projections assume that council tax will be frozen and that the Council will receive Council Tax Freeze Grant (which is equivalent to a 1% increase in Band D council tax). Croydon committed to council tax freeze in 2015-16. There is no guarantee that this funding will be available in 2016-17 or that CTFG will be repeated. Any government likely to continue control over council tax. Referendum threshold is 2%. Unlikely to be much different in future.

6. Assumptions

Key principles

The Financial Strategy informs the key principles of the budget based upon the following assumptions:

- Government grant reductions between 2016 and 2019 in line with overall government spending projections with proportion for local government in line with 2010-14;
- Local taxation increases will be kept at or below inflation;
- General Fund balances will be targeted at 5% of our budget requirement;
- Earmarked reserves will be set up for specific purposes beyond the general fund balance which is there to mitigate against demand risk on service budgets;
- Inflation will be estimated in line with ‘sector’ specific forecast increases;
- Investment in development delivered from the RIF will be ring-fenced from the capital programme;
- The Housing Revenue Account does not cross subsidise or vice versa the General Fund Revenue account up to the point where the HRA continues to exist;
- Rents will be assumed to rise at CPI + 1% in line with social rent guidance; and
- Decent Homes standards will be maintained for HRA stock.

Budget gap for the period of the financial strategy

Figure 9 – Projected budget gap 2016-17 to 2018-19

BUDGET GAP	2016/17 (£m)	2017/18 (£m)	2018/19 (£m)	2015/19 (£m)
Gross Budget Gap	22.695	20.467	12.885	56.047
Departmental Growth	1.822	1.430	5.000	8.252
Departmental Inflation	5.886	5.840	5.000	16.726
Savings	(11.589)	(10.025)	0.000	(21.614)
Net Gap	18.814	17.712	22.885	59.411

The Council has already delivered over £100m in efficiency savings. And a further funding gap of £100m is projected by 2017-18, which is equivalent to about one-quarter of the Council's budget. Figure 9 above shows the savings that have been identified already and shows that there remains a funding gap of £62m.

As part of its programme to deliver a balanced budget, the Council has used the Croydon Challenge programme. This programme has driven through the transformation of Council services, focussing on making them more efficient and more effective. The objective of the programme is to reduce back office costs and to protect the frontline and the services that matter most to residents.

Planned savings have been applied to all services across local government, including adult and children's social care. Combination of statutory and non-statutory services.

The main source of inflation within Croydon budgets is from pay. Public sector pay inflation has been very low in recent years and there is some potential for greater increases in the next planning period. The local government pay award is 2.2% in period between January 2015 and April 2016.

Housing 30-year business plan - assumptions

The 30 year business plan for the HRA sets out the principles to support continued investment in the councils housing stock

The business plan commences in 2014/15 and covers the period to 2043/44. Inflation for future years is based on the Retail Price Index (RPI) which is 2.3% for 2015/16 and assumed at 2.5% thereafter except for rents which are linked to the Consumer Price Index (CPI), in line with Government proposals, which is 1.2% for 2015/16 and assumed at 2% thereafter.

1. Rents are assumed to increase at CPI + 1% for existing tenants with re-let property rents at the formula level in accordance with Government guidance.
2. Retained Right to Buy receipts, assumed debt and allowable debt are assumed to be applied to the HRA.

3. Management and service costs are assumed to be £22.7m and £7.3m respectively based on the budget for 2014/15 with £0.7m savings to the budget from 2015/16 and increases assumed in line with CPI.
4. Responsive repairs are estimated at £11.177m for 2014/15 with an inflationary allowance of 2.5% per annum. Cyclical costs are estimated at £1.125m with no allowance for inflation.
5. The capital programme is based on the current asset management plan including additional resources of £2.5m per year for the first 5 years (at current prices) to target key backlog areas. This programme has then been adjusted to ensure there are sufficient resources available to meet the plans.
6. The business plan includes the council's latest schedule for its new build development programme.
7. Long term borrowing is assumed from the PWLB to meet the business plan requirements at an interest rate of 4.5% in 2014/15 and 5% thereafter. Where pre self-financing loans reach maturity during the Plan these are also assumed to be refinanced at 5%. The self-financing loans (the borrowing in 2012 to pay the Government, £226.3m) are assumed to be repaid at maturity.
8. There is a minimum level of revenue balance that is required by the Council to meet the risks of managing the HRA.
9. The current business plan shows that balances on the revenue account are at this minimal position in the short to medium term and once the borrowing capacity of the Council has been used; there are insufficient resources to meet the planned major works expenditure. A re-phasing of expenditure has therefore been calculated to ensure a balanced business model.
10. In the longer term provision is accumulated in the HRA to repay the self-financing loan at maturity and a balance of £103.3m remains at the end of the 30 years.

For general release

REPORT TO:	CABINET 16th JULY 2018
SUBJECT:	DRAFT - JULY FINANCIAL REVIEW
LEAD OFFICER:	RICHARD SIMPSON EXECUTIVE DIRECTOR RESOURCES (SECTION 151 OFFICER)
CABINET MEMBER:	COUNCILLOR TONY NEWMAN THE LEADER COUNCILLOR SIMON HALL CABINET MEMBER FOR FINANCE AND RESOURCES
WARDS:	ALL
CORPORATE PRIORITY/POLICY CONTEXT:	
A regular review of the Council's Financial plan enables a balanced budget target to be established with a focus on an affordable level of council tax, delivery of the corporate priorities and policies of the Council and the continued enhancement of value for money and satisfaction with services for the residents of our borough.	
FINANCIAL SUMMARY:	
This report sets out the financial outturn for 2017/18 for revenue, capital and the HRA. It updates on the current position of the council's Revolving Investment Fund (RIF) and the overall financial standing of the council.	
The report also sets out the latest medium financial forecasts and risks for the council.	

FORWARD PLAN KEY DECISION REFERENCE NO. - This is not a key decision.

1. RECOMMENDATIONS

It is recommended that Cabinet approves:

- 1.1 The approach to ensuring the financial challenge of the period 2018/20 continues to be managed efficiently and effectively including delegation of decisions on the 2018/19 budget to the Cabinet Member for Finance and Resources in consultation with the relevant Cabinet member as set out in paragraph 4.12.

1.2 The revised capital programme as detailed in section 11 and appendix 2 of this report.

1.3 The continued use of capital receipts for funding transformation as detailed in section 11.

That Cabinet Notes :-

1.4 Final outturn of the 2017/18 budget as detailed in section 3.

1.5 The update on the Revolving Investment Fund as detailed in section 3.20.

2. EXECUTIVE SUMMARY

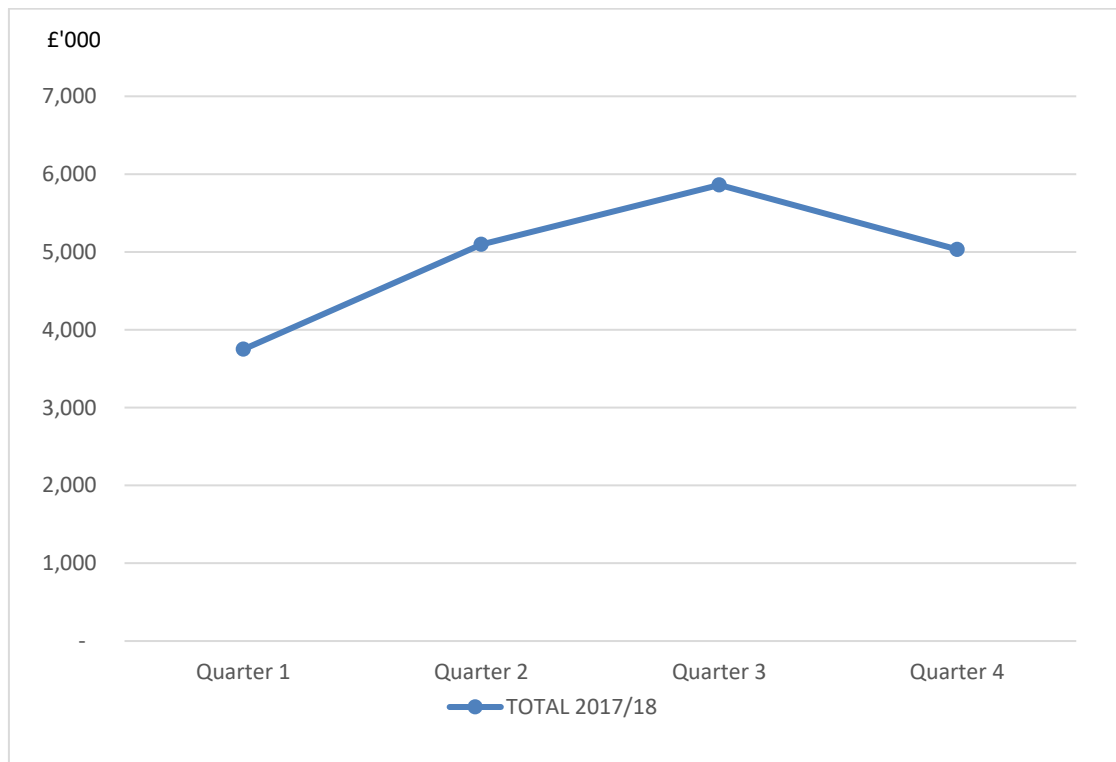
2.1 The Council's budget for 2018/19 was approved by Full Council on the 27th February 2018 (Minute A14/18), as part of the annual budget setting cycle of the Council. This report provides an update of progress towards ensuring the financial challenges for 2018/20 are managed in the most effective way possible and provides an update on the:

- The Council's overall financial position including the 2017/18 outturn position;
- Key financial changes which impact on Croydon's local and wider financial 'environment'; and
- The Council's readiness in delivering the 2018/19 budget and any resultant impact of this on future years.
- The Revolving Investment Fund – RIF
- Capital Programme and use of capital receipts to fund transformation.

2.2 Throughout the year Cabinet have been kept updated on areas of the Council's budget that have been impacted on heavily and have led to significant pressures during the year. These include Adult Social Care demands, Children Social Care demand and the impact following the recent OFSTED inspection, UASC and NRPF, and Temporary and Emergency Accommodation including Bed & Breakfast.

2.3 The revenue outturn for 2017/18 was an overspend of **£5.032m**. This is an improvement from the anticipated overspend that was reported at quarter 3 of the 2017/18 financial year of **£5.861m**. The 2017/18 outturn is detailed in graph 1 below and section 9 of this report. Cabinet should note that as resulted in the 2018/19 budget report to Cabinet in February 2018 a £4.7m surplus from the collection fund is being released on the 1st April 2018 and in effect this can fund all but **£0.332m** of the overspend in 2017/18, which has been taken from general fund balances.

Graph 1 – Forecast Revenue outturn for 2017/18 by quarter.



2.4 Specific measure put in place to manage the budget include:-

- Better integration between health and social care including the One Croydon Outcomes Based Commissioning Programme for over 65's.
- Additional governance measures put in place for Adult Social Care placements.
- Continuation of the Gateway service to provide more support at the front door to prevent service users coming in later with more expensive issues.
- Continuation of the Think Family programme – focusing on the top most expensive families who use multiple council services to make efficiencies through a joined up approach.
- Implementation of the recommendations from the Children's Social Care Ofsted inspection (this has resulted in additional investment in the short term).
- The continuation of the review of agency staff across all areas of the Council, with a drive to reduce reliance on agency staff and increase the number of permanently employed staff.
- Greater use of our assets including leasing additional floors of Bernard Wetherill House.

2.5 As reported to this cabinet in February 2018, 2018/19 is the third year of the four year funding agreement and the council continues to face a level of uncertainty regarding the medium term. Savings have been identified for 2018/19 and 2019/20 and there is currently an expected budget gap of £6.3m in 2019/20 at this stage. While the government has provided a

degree of certainty on the reductions in funding until 2020, the end of the spending review period, this is subject to future decisions of the government based on the economic position.

- 2.6 To set the balanced budget for 2018/19 we have had to make a number of key assumptions around the level of growth for areas where demand and cost have increased, alongside savings to offset this increased growth. Assumptions have also been made for 2019/20 resulting in the current funding gap which was reported to Cabinet in February 2018 as part of the budget setting report. An update in 2018/19 and future year's budgets are provided later in this report.
- 2.7 The Local Government Association (LGA) have predicted that there is a funding shortfall of £5.8bn across the Public Sector by 2020. This is as a result of growing demand for services and increases in population particularly in social care services where the gap for adult social care is predicted to be £2.3bn by 2020 and £2bn in children's services. The 2017/18 local government finance settlement amended the use of the additional Social Care receipt, announcing that it could be applied at 3% per annum for 2017/18 and 2018/19, but needed to maintain a maximum additional precept of 6% for the period 2017/18 to 2019/20. Therefore if an authority chose to use the higher 3% threshold in each of 2017/18 and 2018/19, then it would not be able to have an additional precept in 2019/20. In 2017/18 Croydon increased the Social Care Precept by 3% and in 2018/19 it has been increased by 2%, leaving a balance of 1% to be levied next year. With uncertainty at this stage with regard to this continuing in the future.

3. FINANCIAL PERFORMANCE 2017/18

Revenue position

- 3.1 Last year was the seventh successive challenging financial year in the Government's Deficit Reduction Programme and the prevailing economic climate of low growth. The magnitude of government grant cuts resulting again in a high level of savings needing to be achieved to balance the budget. Through careful budget management and in year interventions to reduce costs the year end revenue position for the Council was an overspend of £5.032m, which is a reduction from earlier in year projections as shown in graph 1 of this report.
- 3.2 The measures detailed in the Executive Summary have played an important part in controlling the Council's expenditure during 2017/18, with the final outturn position being £5.032m overspent, compared to a £5.861m overspend forecast at quarter 3. A £4.7m surplus on the collection fund which was not budgeted for in 2018/19 and which was released on the 1st April 2018 can fund that element of the overspend and therefore General Fund balances have only reduced slightly to £10.4m as at 31st March 2018.

- 3.3 The target set out in the Financial Strategy is to hold General Fund balances of 5% of the council's net budget requirement. For 2017/18 this equals £13m. The Financial strategy made clear that although 5% remains a target there are no plans to actively move towards the target in cash terms over the medium term as the council's budget is expected to reduce by in the region of £13m over this period. This would see the 5% target reduce by £0.5m, making it £12.5m by the end of 2020.
- 3.4 The Council's over spend of £5.032m was made up of Departmental over spends of £6.774m, exceptional items including UASC, NRPF, and Universal Credit of £6.289m offset by items treated as non-departmental of £8.031m. Details are provided in Table 1 below in the management structure of the Council from 2017/18.
- 3.5 Further detail is set out later in this report in section 4.5 on the unique financial challenges Croydon continue to face in relation to UASC. It is worth noting the National Audit Office published a report reviewing the implementation of Universal Credit on the 15th June. The key considerations for local authorities are set out in the extract below;
- 3.6 Universal Credit has taken significantly longer to roll-out than intended, may cost more than the benefits system it replaces, and the Department for Work and Pensions (the Department) will never be able to measure whether it has achieved its stated goal of increasing employment. In today's report, the National Audit Office (NAO) concludes that Universal Credit has not delivered value for money and it is uncertain that it ever will.
- 3.7 Increases in rent arrears since the introduction of Universal Credit in an area, which claimants can often take up to a year to repay, have been reported by local authorities, housing associations and landlords. Some private landlords told the NAO they have become reluctant to rent to Universal Credit claimants. In three of the four areas the NAO visited and for which data was available, the use of foodbanks increased more rapidly after Universal Credit full service was rolled out to the area. This agrees with the Trussell Trust's report showing upsurges of 30% in foodbank use in the six months after Universal Credit rolls out to an area, compared to 12% in non-Universal Credit areas.
- 3.8 Local organisations which support claimants and assist in the administration of the benefit have reported incurring additional costs. The Department says it has told local authorities it will pay them for additional costs associated with administering Universal Credit if they provide evidence of the expenses, but it places the burden of proof on the local authorities, uses its discretion on assessing claims and has not sought to systematically collect data on wider costs. It will therefore have no means to assess the full monetary impact that Universal Credit is having

3.9 The Council's earmarked reserves have decreased by £16.375m to £13.746m. A number of targeted funding streams have continued to be drawn out of reserves in 2017/18 to support delivery mainly around the transformation agenda. It is worth noting £4.7m have been added back to earmarked reserves in April 2018 as set out in 3.2.

Table 1 - Revenue Outturn Summary for 2017/18

Quarter 3 forecast outturn variance £'000	Department	Revised Budget £'000	Outturn 2017/18 £'000	Variation from Revised Budget	
				£'000	%
5,664	People	158,808	167,656	8,848	5.6%
-2,259	Place	71,271	68,492	-2,779	-3.9%
1,192	Resources and Chief Executives	14,046	14,751	705	5.0%
4,597	Departmental Total	244,125	250,899	6,774	2.8%
-4,966	Non-Departmental Items	-244,125	-252,156	-8,031	3.3%
6,230	Exceptional items	0	6,289	6,289	
5,861	Total transfer to / (from) balances	0	5,032	5,032	

3.10 Further detail on the council's Financial Performance for 2017/18 is being reported to the General Purpose and Audit Committee meeting on the 18th July alongside the Annual Accounts.

Capital Position

3.11 The original approved capital programme totalled £414m, which was decreased during the year to £266m to reflect both programme slippage and re-profiling of schemes. Outturn capital spend was £150m, with the resultant underspend of £116m (41%) mainly attributable to slippage in the delivery of schemes. Table 2 below, shows spending against budget by Department in 2017/18 and Appendix 2 provides a detailed breakdown of spend against budget for the capital programme.

Table 2 – Capital Outturn Variances for 2017/18

Department	Original Budget £'000s	Budget Adjustments £'000s	Revised Budget £'000s	Outturn £'000s	Outturn Variance £'000s
People	68,748	4,747	73,495	43,568	-29,927
Place	311,780	-177,745	134,035	60,017	-74,018
Resources	6,246	8,443	14,689	20,374	5,685
General Fund	386,774	-164,555	222,219	123,959	-98,260
Housing Revenue Account	27,051	3,943	30,994	26,465	-4,529
Total Capital	413,825	-160,612	253,213	150,424	-102,789

Housing Revenue Account (HRA)

- 3.12 The final outturn shows a surplus of **£1.981m** which has been transferred to HRA reserves. The variances to budget that are on-going will be included in the budget planning for 2017/18.
- 3.13 The main variances of revenue spend against budget are set out in Table 3 below.

Table 3- Analysis of Housing Revenue Account Variances 2017/18

Division	Favourable variance £000	Unfavourable variance £000	Detailed explanation
HRA – Housing Needs	247		Underspend due to savings on central costs including recharges
HRA – District Centres and Regeneration & Safety	1,734		Underspends due to reduced void levels, fewer gas entries than anticipated and staff vacancies across the service
Total HRA underspend	1,981		

- 3.14 Capital expenditure totalled £26.465m. Expenditure was lower than the revised budget of £30.993m by £4.528m, due principally to the major repairs programme.

Balance Sheet and Financial Strategy

- 3.15 Table 4 below shows the resultant position on the Council's balances and reserves as at 31 March 2018, compared with previous years. This table excludes Locally Managed Schools (LMS) reserves, as they are controlled by Schools.

Table 4 - Analysis of Movement in Reserves and Balances

Balances and Reserves	2015/16 £m	2016/17 £m	2017/18 £m
General Fund Balances	10.7	10.7	10.4
Earmarked Reserves	40.1	30.1	13.7
General Fund Provisions	36.3	37.1	43.2
Total	87.1	77.9	67.3

- 3.16 The overall value of school reserves have decreased by £0.898m to £2.4m. This includes a decrease in revenue by £0.99m to £1.99m and an increase in capital by £0.088m to £0.42m.
- 3.17 The Council's General Fund Provisions have increased from £37.072m to £43.152m as at 31st March 2018.
- 3.18 The Collection Fund has carried forward an overall surplus of £12.050m, of which Croydon's share is a surplus of £6.823m. Croydon's share is comprised of a Council Tax surplus of £5.058m and a Business Rates surplus of £1.765m.
- 3.19 The Council's Pension Fund increased in value in 2017/18 by £27.3m (2.5%) to a value of £1.13bn.
- 3.20 The Council also has both S106 and CIL reserves of £11m and £12m for investment in the borough on schemes that meet the criteria. Commitments have been made against these reserves and investment will be made in the year ahead.

Revolving Investment Fund (RIF)

- 3.21 Cabinet previously agreed to set up a Revolving Investment Fund (RIF) to support the delivery of Growth within the Borough. As previously reported to this cabinet the RIF is acting as funder to the development company Brick by Brick, the Housing LLP, Box Park and Taberner House. The RIF lends at commercial rates whilst borrowing at the lower rates which are available to the Council. The net returns estimated over the next 3 years are £2m per annum and are included in the revenue budget.

Table 5 below details the loans, interest arrangements and payment dates.

Table 5 –Loans made from the RIF

	Loan amount £m	Interest %	Interest earned in 2017-18 £m	Repayment Date
Box Park	3	10.90%	0.502	October 2021 (loan term 5 years)
Brick by Brick (Croydon)	36.899	5% - 6.25%	1.528	5th anniversary of the relevant loan, unless otherwise agreed
Taberner House LLP	3.538	6%	0.084	12 months after practical completion
Croydon Affordable Housing LLP	2.299	3.25%	0.037	November 2058 (loan term 41 years)
Total	45.736		2.151	

4. BUDGET 2018/19

- 4.1 The budget for 2018/19 was approved by Council in February 2018. Cabinet will be aware that a significant amount of growth was included to address some of the structural budget issues from 2017/18. Table 6 below sets out the allocation of growth in 2018/19.

Table 6 - Departmental Growth

Department	2018/19 £m
Health, Wellbeing and Adults	9.201
Children's, Families and Education	10.309
Residents and Gateway services	0.253
Place	1.471

Resources and Chief Executives	4.939
TOTAL	26.173

4.2 Growth is needed particularly in areas of the council's budget which are driven by demand for our services, where we know from previous financial years that there are risks to delivering a balanced budget or as a result of new burdens. These pressures are listed in more detail below.

4.3 Health, Wellbeing and Adults

4.3.1 It is widely recognised that there is a national crisis within the provision of adult social care services and the crisis facing adult social care has been recognised by all political parties and the Prime Minister has committed to addressing this in the longer term. In response, the Government has provided extra resources to adult social care through the Improved Better Care Fund (IBCF), the adult social care precept and two one-off adult social care grants. In total, these amount to an extra £2.3 billion in 2017/18, £1.0 billion in 2018/19 and £0.35 billion in 2019/20. For Croydon this is an extra £7.093m in 2018/19 and £8.283m in 2019/20.

4.3.2 While the additional money announced will make a significant contribution to protecting services that care for older and disabled people, it is not enough to address the wider pressures across the sector, nor is it planned to continue after 2019/20.

4.3.3 In Croydon we are continuing to experiencing increasing demand for Adult Social Care services along with a rise in the number of complex cases. The main area of increasing spend is the 25-65 all age disability service where there has been an increased demand for services and increase in complexity of need, with client numbers increasing from 3,870 at the start of 2017/18 to 5,870 at the year end. The overspend in 2017/18 associated with Adult Social Care and all Age Disability was £806k, after the application of £976k of IBCF funding. Growth has been allocated in the 2018/19 budget to fund these additional costs.

4.3.4 The Outcomes Based Commissioning Programme (One Croydon Alliance) for over 65's with Health partners is aimed at managing costs more effectively. This programme is now in its second year and delivering benefits across the health sector in Croydon.

4.3.5 Croydon has been awarded Improved Better Care Funding of £15.4m over the two year period 2018 to 2020. £7.1m in 2018/19 and £8.3m in 2019/20. Work is ongoing with the CCG to agree how this money will be spent across the health and social care sector to ensure the criteria of the funding of Meeting Adult Social Care Needs, Supporting Hospital Discharge and Stabilising the Social Care provider Market are met.

4.4 Children's Social Care

- 4.4.1 In the July 2017 Ofsted undertook a single inspection framework inspection of Croydon's services for children in need of help and protection, children looked after and care leavers, the findings of which have been reported to this cabinet. As a result of this inspection additional funding and resources were allocated to the service in year and in the 2018/19 budget. There was an £8.8m overspend in 2017/18 and £10m has been allocated to the base budget for 2018/19.
- 4.4.2 The number of local Looked after Children in 2017/18 rose from 401 at the start of the year to 484 at the end of the year peaking at 485 in January 2018. Alongside the increase in the number of cases we have also experienced an increase in the complexity of cases resulting in the need for higher cost placements.
- 4.4.3 Children in Need continues to be challenging, and at the start of the financial year there were 541 cases escalating to 792 at the end of the year. The number of caseloads still in the need for additional staff and an increase placements.
- 4.4.4 To help manage these increasing demands and deliver the improvement work identified in the Ofsted inspection £10m of growth has been allocated to children's social care and £0.7m for business support to this service in 2018/19. Additional funding has also been allocated for Children with Disabilities to fund increasing demand.

4.5 UASC – UNACCOMPANIED ASYLUM SEEKING CHILDREN and IMMIGRATION ACT

- 4.5.1 As previously reported to Cabinet, Croydon for a number of years has faced local pressure as a result of an inadequate grant from the Home Office for UASC which has led to costs being picked up as a result of our location. We face pressures in this area on a scale only Kent can match. UASC numbers are currently increasing with 300 currently placed in Croydon.
- 4.5.2 We currently receive a weekly rate of £137.50 for under 16 year old UASC's and £114 for over 16 year old UASC's from the Home Office. After prolonged negotiations and discussions during 2015/16 our rate remained at this enhanced rate in 2016/17 and 2017/18. The Home Office have failed to engage in conversation to discuss the 2018/19 rates and at this stage we have assumed they will continue to pay these enhanced rates this year. It should be noted that, in the council's view, and as detailed previously, even this level of funding does not come close to covering all the costs, direct and indirect, associated with UASC's. In 2017/18 Croydon tax payers funded over £5m of costs related to UASC that should have been funded by the Home Office.
- 4.5.3 The scheme of voluntary transfer with the intention of locating UASC over a wider area so there is not the concentration and resulting high costs in certain areas of the country was introduced in the summer of

2016, Croydon were supportive of this scheme. Over recent months it has failed to deliver and we are not seeing this national dispersal scheme operating as promised. This remains a risk to Croydon due to our location and therefore as the level of funding is not sufficient the breakdown of this scheme will actually add to the burden already borne by the council.

4.5.4 As detailed above there still remains uncertainty over the long term funding in this area which creates a significant pressure on our budgets and a risk, and Cabinet Members and officers have written to and met with the Secretary of State seeking clarity. At this stage we have failed to receive an adequate response making it increasingly difficult to plan and manage spending in this area. Conversations with the Home Office and Ministers are continuing and cabinet is asked to approve the continued conversations and lobbying of the Home Office to fund these services appropriately. Further updates will be brought to this Cabinet as they develop.

4.6 Special Education Needs (SEN)

4.6.1 We are also continuing to experience an increase in the number of children and young people with Special Education needs. Resulting in an increase in costs funded from the Dedicated Schools Grant (DSG) and in the number of young people requiring travel to school. In 2017/18 the number of pupils requiring SEN transport rose by 10% from 1,169 to 1,293. As a consequence of this the budget overspent by £3m in 2017/18 and £2.5m has been allocated in 2018/19. Work is continuing to review and manage transport costs and a new Transport Board has been established to review this service.

4.7 Housing

4.7.1 The Homelessness Reduction Act 2017 had its third and final reading in the House of Lords on the 23rd March 2018. The House of Commons and Lords have agreed the text of the new Bill and it will now proceed to Royal Assent. This will result in the Bill becoming an Act of Parliament, with the date for this still to be confirmed. Croydon has been allocated a total of £1.2 million, from 2017/18, over 3 years to fund the new Homelessness Reduction Act. Expenditure in 2018/19 and 2019/20 is expected to exceed the annual allocation. Any shortfall between expenditure and income from the annual Homelessness Reduction Grant will be met from the Flexible Homelessness Support Grant. This is currently estimated to be £195k.

4.7.2 Croydon continues to face significant need for temporary and emergency accommodation from homeless households, along with high numbers sleeping in the borough. Over £1.3m of growth has been included in the 2018/19 budget to help tackle this growing demand. The council was successful in bidding for funding from the government's Homelessness Prevention Programme ('Trailblazers'), and was allocated £1m funding

for homelessness prevention, early intervention and supporting people out of homelessness. The funding has been allocated for activity in the 24 months from January 2017 - £192,000 in 2016/17, and £404,000 in 2017/18 and 2018/19. The council was also allocated £510,210 from the government's Rough Sleeping Initiative Fund to action to significantly reduce the number of people sleeping rough - £12,400 in 2016/17, and £193,800 in 2017/18 and 2018/19

4.7.3 In Croydon, the number of decisions the council had to make in response to households applying as homelessness in 2017/18 was 1336, the fewest in 11 years, and a strong indication of the impact Croydon's 'Gateway & Welfare' approach is having. The number of people in temporary accommodation also fell from 2,449 in March 2017, to 2005 in March 2018, the lowest level in 6 years. The number of households presenting 'in crisis' (i.e. without anywhere to sleep that night and requiring emergency accommodation) has fallen from 801 at the beginning of the financial year to 667 at the end of 2017/18. The number of households placed in shared bed and breakfast accommodation by the council at the end of March 2018 was 121, the fewest since 2009/10. However, these figures do not take into account how the council has shifted its focus and activity, through its Gateway and Welfare Service, to intervening early, and preventing homelessness before it reaches a crisis point wherever it can. In 2017/18, the council managed to prevent or relieve homelessness for 2,155 households, the highest number since 2010/11.

4.7.4 Homelessness responds to a combination of structural economic and housing market factors and is very difficult to predict. Government policy, particularly in relation to housing and welfare, also has an impact on levels of homelessness. While the economy is expected to continue to grow, which is positive for employment and homelessness; there are concerns that access to market housing will be affected by the rate at which household incomes are likely to rise in comparison to house prices and private rents. Affordability is an increasingly significant issue for households in Croydon, despite the fact that house prices and private sector rents are lower than London overall. Median House prices in Croydon are over 10 times median salaries. Competition for market rented housing is pushing up rents, and local landlords are reluctant to let their homes to people on benefits - the most common reason for homelessness continues to be the loss of a private rented tenancy. This is exacerbated by the Government's decision to freeze the Local Housing Allowance (LHA), even though the council had previously demonstrated to Government that Croydon had the biggest mismatch between LHA and actual rent levels of any English local authority.

4.7.5 We are trying to mitigate these increasing costs by increasing the supply of affordable accommodation and a report was presented to this Cabinet in June 2017 detailing the proposals to increase the provision of affordable housing within the borough. Increasing supply will reduce the

need for expensive temporary accommodation and provide more suitable accommodation.

4.8 The budget also included a range of savings proposals as set out in Table 7 below;

Table 7 – Summary of Savings Options by Department

Department	2019/20 £m
Health, Wellbeing and Adults	-5.145
Children's, Families and Education	0
Residents and Gateway services	-0.847
Place	-4.431
Resources and Chief Executives	-4.371
TOTAL	-14.794

4.9 At this stage the majority of these savings are on track to be delivered with limited slippage in plans.

4.10 Based on these range of challenges there remain significant demand pressures and challenges to deliver to budget in 2018/19. A full update will be brought to Cabinet in September on the quarter 1 performance. At this stage it is estimated that these are in the region of £5m. There is however £2m of contingency set aside within the budget.

4.11 It is therefore vital that work on options to reduce these pressures is prioritised. This includes exploring a number of options as follows:

- Review of Adult Social Care fees and Charges is underway to ensure services are charged in accordance with the Care Act legislation.
- Review of Parking Fees and charges, including emission based permits, pay and display services and enforcement.
- A review of licensing fees to ensure they remain appropriate.
- Review of SEN travel and the option to further utilise Personalise budgets for the provision of services.

- The Council is also undertaking a review of service provision for Appeal Rights Exhausted individuals and families to ensure budgetary control can be maintained.
- 4.12 Given the need to act quickly in these areas it is recommended delegation is given to the Cabinet member for Finance and Resources to make decisions in consultation with the relevant Cabinet member to bring proposals forward to reduce the pressure on the 2018/19 budget. Any normal processes in relation to key decisions and appropriate consultation would apply.

5 CAPITAL PROGRAMME INVESTMENT – 2018/19

- 5.1 In February 2018 Cabinet agreed the capital programme. During the first quarter of the financial year there have been a small number of requested amendments to the capital programme as a result of updated cost estimates or changes to priorities, (these are detailed in paragraphs 5.4 to 5.6 below), along with slippage from 2017/18. With full details in appendix 2.
- 5.2 Cabinet is asked to approve the following changes to the Capital Programme resulting in a revised general fund capital programme of £351m for 2018/19 and £37.1m for the HRA. This is detailed below in table 8.

Table 8 - revised Capital Programme – 2018/21

	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)
General Fund			
Original Budget	313.5	115.4	145.9
Slippage from 2017/18	63.6	0	0
Re-Profiling	-28.6	4.4	8.3
New schemes	2.5	2.1	0.5
Revised Budget	351	121.9	154.7
HRA			
Original Budget	32.4	31.9	26.9
Slippage from 2017/18	4.7	-	-
Revised Budget	37.1	31.9	26.9

- 5.3 The impact of the proposed revisions to the capital programme is a £18.6m increase in the borrowing requirement for 2018/19. The main cause is attributable to slippage from 2017/18, particular in the Education Estates Programme.

- 5.4 **Post 16 - SEN: Centre of Excellence** – Located in the heart of Croydon, Croydon Council and Croydon FE College propose to create cutting edge, twenty first century further education for young people who are aged 16-25 and have special educational needs. The specialist education provided will improve young people’s life chances, their opportunities to develop independence and gain employment in or near their local community. Therefore Cabinet is recommended to approve a **£3m** budget across 2018/19 and 2019/20 which will provide suitable facilities and sufficient places for those currently educated outside Croydon to access college education more locally when they finish school. It will also mean that young people currently travelling to other FE colleges can go to their local college. This proposal is expected to create savings of £2.2m in the first three years against the Dedicated Schools Grant Budget in school placement costs alone. There will also be savings annually to the Council’s General Fund Budget due to reduced transport costs.
- 5.5 **Don’t mess with Croydon** - waste and recycling investment – the original budget was an estimate and now has been revised in order to reflect the expected costs due to altered bin capacity and associated works to encourage recycling. This results in an additional £2m over three years.
- 5.6 **Fiveways** – the Council was originally required to contribute £20m towards the Fiveways project, which will improve the layout of this junction. This contribution will mainly be funded from the Growth Zone alongside an element of borrowing. Cabinet is recommended to approve an increase in the Growth Zone element by £5m to specifically fund the cycle improvements along the A23. This has no overall impact on the capital programme and can be met within the overall Growth Zone programme. A full update will be provided to Cabinet in October.

6 Use of Capital Receipts

- 6.1 In March 2016 the DCLG (now MHCLG) issued guidance allowing a more flexible approach to using capital receipts. This guidance enabled local authorities to have the flexibility to use capital receipts from the disposal of property, plant or equipment assets for expenditure on projects that will generate ongoing savings and efficiencies. With such expenditure being incurred between 1 April 2016 and 31 March 2019.
- 6.2 At the beginning of the 2017/18 financial year the balance of general fund capital receipts was £7.3m. In year receipts of £22.1m were received and after the application of capital receipts to fund both the capital programme and transformation projects listed in table 9 below the balance of general fund capital receipts is now £11m.

- 6.3 In July 2016 (Minute ref A76/16) it was reported to this Cabinet that the Council would be taking advantage of this new flexibility and in 2017/18 £14.5m of transformation projects were funded from capital receipts. These are detailed in table 9 below. These have either supported the delivery of revenue savings or supported the management of long term costs.

Table 9 – Transformation projects funded from flexible capital receipts.

	2017/18 £'000
Housing Initiatives	580
Adult Social Care new Initiatives	3,119
Children's Services	3,230
Environment Projects	556
Managing Demand - Programme	2,510
Transformation programme including ICT	4,508
Total	14,503

- 6.4 To enable the continued delivery of our transformation programme we will continue to use this approach to the flexible use of Capital Receipts in 2018/19 and receipts of £6m have been allocated for projects. Further reports on progress of these projects will be presented to this cabinet as part of the quarterly financial monitoring report.

7 HRA

- 7.1 Managing the Housing Revenue Account continues to be an ongoing challenge for the Council in light of legislative changes driven by the government. The biggest challenge remains the impact of the 1% rent reduction each year to 2020, with 2018/19 being Year 3 of this policy. The cumulative loss of revenue over the 4 years amounts to £31m. The outlook for the HRA is based on a rapidly decreasing rent base due to the on-going sale of HRA stock via right-to-buy (RTB). Uncertainty also remains about whether further disposals will be required to meet the High Value Voids levy, the implementation of which has been delayed.
- 7.2 This sharp reduction in income over the medium-term means that savings are needed across the HRA. Once the remaining £11.4m that will take Croydon's HRA up to the debt ceiling has been applied to support the on-going capital programme we will be unable to borrow additional funding. It is currently projected that the HRA will face a shortfall in funding from 2023/24 onwards.

- 7.3 In 2018/19 an efficiency programme with a value of £1.478m is being delivered across the housing management structure. The council is reviewing the HRA capital programme alongside its efficiency programme in order to keep the HRA sustainable. Further mitigating options will be identified as part of the HRA business planning cycle in the run up to 2019/20.
- 7.4 Following the Grenfell Tower tragedy in June 2107 the Council committed to installing a range of fire safety measures across its own housing stock. This includes the installation of water sprinklers in residential blocks over ten storeys high. The cost of these works is in the region of £10m. The Council has lobbied the government to fund these essential safety works on a number of occasions in the last year, and unfortunately they have failed to provide any funding, resulting in the costs being funded from the HRA.
- 7.5 The Council has begun to implement a number of proposals which were presented to Cabinet in June 2017. These allow Right-to-Buy (RTB) receipts to be used to support investment in affordable housing across the borough (namely Brick-by-Brick developments, Taberner House, and existing properties purchased under the ETA scheme). The first of these units have been transferred to Croydon Affordable Homes LLP, a limited liability partnership (LLP) with a local charity in a structure that will allow approximately RTB receipts to be invested in the development activity whilst allowing the Council to retain a long-term interest in the assets.
- 7.6 We are actively engaging with the GLA On the announcement by the Mayor of London of the Building Homes for Londoners which aims to build at least 116,000 homes by 2022. Croydon will be putting in a proposal to access this grant funding and also the proposed flexibility on the HRA borrowing limit.

8. BUDGET 2019/20 – PLANNING ASSUMPTIONS

- 8.1 Table 10 below sets out the current forecasts in relation to the budget for 2019/20. This includes the savings and pressures identified by departments during the budget setting process for 2018. Appendix 1 gives details of the savings identified to date as presented at the time of the 2018/20 budget and approved by Council.

Table 10 - Budget Gap 2019/20

	2019/20 £m
Cut in Grant	10.151
Department Growth	13.774
Inflation	5.2
Gross Budget Gap	29.125
Council tax	-5
CT Base Increases	-3
Savings Options	-14.794
Net Budget Gap	6.331

8.2 The assumptions that are built into this gap are set out below:

- **Pay** - Future years pay awards have been assumed in the budget to be 2% per annum. Since setting the budget the Greater London Provincial Council have agreed the pay award for April 2018 and April 2019, with no scale point increasing by less than 2% per annum.
- **Contracts** - Estimates for future years have been based broadly on a 2% increase, with more targeted increases in some areas of Adult Social care, including a 1.5% increase of Third Party Services and a 1% increase for Council delivered services in the One Croydon Alliance. A large element of the council spend is through third party providers. Longer term contracts have in-built indices to calculate annual changes whilst other contracts can be negotiated on an annual basis.
- Grant funding is confirmed for 2019/20 which is the last year of the four year settlement.
- It is assumed the Council tax will be increased by 2% for the general rate and a further 1% for the remainder on the adult social care precept
- Current housing growth has been factored into the council tax base increase forecast.

- Departmental growth is based on a combination detailed analysis of future trends and known pressures.
- 8.3 This is a robust position and Cabinet will be updated in the autumn as further progress is made on the 2019/20 budget.
- 8.4 It is also clear that there may well need to be some tough choices made on services we can no longer afford. The principle will be one of fairness and the outcomes from the fairness and opportunity commission will also be key in determining how we allocate our reducing resources. This will result in the need to charge more for services or charge for services that have previously been provided at no cost.

9 MAJOR CHANGES IN FUNDING FOR LOCAL GOVERNMENT

- 9.1 The Local Government Finance Settlement published on the 6th February 2018, provided allocations for 2018/19 and indicative allocations for 2019/20. The main announcements are listed below.
- 9.2 On the 13th March 2018, the Chancellor of the Exchequer presented his spring statement to Parliament, the first spring statement since the Chancellor moved the annual budget from March to November. He had promised in advance that he would not be making any new tax or spending announcements, seeing the spring Statement purely as an opportunity to present the updated economic forecast for the UK economy.
- The publication of the consultation paper “Fair funding review: a review of relative needs and resources”, a technical consultation on relative need, with the intention being that the new needs formulae will be introduced in 2020/21.
 - The roll out of 75% business rates retention across all areas in 2020/21, alongside a reset of the business rates baseline.
 - An increase to the referendum limit for Council Tax from 2% to 3% for 2018/19
 - A further ten business rate pilot areas were announced for 2018/19; there were in addition to the London pilot that was previously announced at the 2017 Autumn Budget.
 - Inclusion of the additional Improved Better Care Funding, previously announced at the March 2017 Budget.
 - An additional £31m in Rural Services Delivery Grant for 2018/19
 - Additional funding of £150m for Adult Social Care
- 9.3 The impact of these announcements for Croydon are as follows:-

Fair Funding Review:-

9.3.1 Ongoing fair funding review is welcomed by Croydon and we have responded to the consultation that took place earlier this year and will continue to partake in any future consultations that take place over the coming months, with an anticipated implementation date of 2020/21. The focus of the review is looking at the following 3 closely related strands:-

- i) relative needs,
- ii) relative resources, and
- iii) transitional arrangements.

As the review progresses further reports on progress and the impact for Croydon will be reported to this Cabinet

Social care

9.3.2 The additional Improved Better funding announced at the March 2017 Budget has seen an increase in Croydon's allocation over the period 2017/18 to 2019/20. For 2018/19, Croydon's allocation increased from £3.1m to £7.1m. For 2019/20, the allocation will increase from £6.3m to £8.3m. Work is continuing with the CCG to ensure this money is spent effectively across the health and social care sector and to ensure the criteria of the funding of Meeting Adult Social Care Needs, Supporting Hospital Discharge and Stabilising the Social Care provider Market are met.

9.3.3 £150m of additional funding was also allocated through Adult Social Care Support Grant in 2018/19. This has been funded from underspends in existing departmental budgets, and will not affect existing revenue commitments made to local government. This funding has been distributed according to the adult social care relative needs formula, with £23m being allocated to London and £0.876m directly allocated to Croydon.

Business Rates:

9.3.4 The pan-London Business Rates Pilot should provide an opportunity for all London authorities to gain from the business rates growth across the region. Pilot status will remove the levy on growth paid by high tax base authorities and allow a greater proportion of any local growth to be retained. As the gains from the pilot are dependent on the business rates collected across all of the boroughs during 2018/19, it is difficult to predict the outcome for Croydon at this stage. Once 2018/19 NNDR1 forms have been completed and collated, a forecast level of gain for each of the boroughs should be possible. However, this will only be a forecast and the final amount will not be known until the actual business rates collected in 2018/19 is determined (summer 2019). Again as the pilot progress updates will be made to Cabinet as part of the financial monitoring and

budget reports.

Council Tax referendum limits

- 9.3.5 The recent local government settlement saw a major shift in the government's approach to Council tax. There was the creation of the option to increase council tax by up to 3% without the requirement for a referendum, previously 2%. As reported as part of the Budget setting report to this Cabinet, Croydon increased Council Tax in 2018/19 by 2.99%, taking advantage of this change to increase the amount of much needed funding for local services.

New Funding Announcements in year

- 9.3.6 Since the Council set its budget in February 2018 MHCLG has announced additional Homelessness Prevention Rough Sleeping funding to continue work this important work. For 2018/19 Croydon has been awarded £193.8k to reduce the flow of new rough sleepers, ensure people have a safe place to stay while their position is resolved and to help rough sleepers of the street and in to independence.

10 FINANCIAL STRATEGY 2018/22

- 10.1 A new financial strategy will be presented to Cabinet in September alongside the new Corporate Plan. These strategy will set out the approach to managing the council's financial position effectively over the medium term and will align with the commitments of the Corporate Plan.
- 10.2 As set out in Section 9 there are expected to be some major changes to the funding of local authorities during this period and some major uncertainties. Principally these are;
- Spending review 2019 – what size if the total funding for local government during this period
 - Fair Funding Review – a fundamental review of needs and resources which will lead to a change in how the total level of funding for local authorities is allocated by authority.
 - 75% business rates retention – a new system with new incentives for local growth
- 10.3 The financial strategy will have to make some assumptions about the impact of these major changes and it is highly likely a material update will be needed to the strategy in 2019/20

11. SUMMARY AND CONCLUSIONS

- 11.1 As all Members are aware, setting a budget for 2019/20 that is robust, balanced and deliverable is challenging, and will involve a number of difficult decisions in these challenging times.

12. FINANCIAL CONSIDERATIONS

- 12.1 This report deals with the Financial Strategy assumptions in planning a balanced budget over the medium term.

(Approved by Richard Simpson, Executive Director of Resources and S151 Officer)

13. COMMENTS OF THE SOLICITOR TO THE COUNCIL

- 13.1 The Solicitor to the Council comments that the report details updated information required pursuant to the Council's statutory duty to set a balanced budget.

- 13.2 (Sandra Herbert for and on behalf of Jacqueline Harris-Baker, Director of Law and Monitoring Officer)

14. HUMAN RESOURCES IMPACT

- 14.1 There are no direct Human Resources implications arising from this report.

- 14.2 Any future proposals on budget that may have any impact on the workforce would be consulted on in line with agreed formal consultation arrangements with the recognised trade unions.

(Approved by: Sue Moorman, Director of HR.)

15. EQUALITIES IMPACT

- 15.1 There are no specific issues arising from this report.

16. ENVIRONMENTAL IMPACT

- 16.1 There are no specific issues arising from this report.

17. CRIME AND DISORDER REDUCTION IMPACT

- 17.1 There are no specific issues arising from this report.

18. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 18.1 These are detailed within the report.

19. OPTIONS CONSIDERED AND REJECTED

- 19.1 The options considered are detailed in the report. The only option rejected was the one of do nothing as this is not viable.

Report Author: Richard Simpson, Executive Director Resources and S151 Officer

Contact Person: Richard Simpson, Executive Director Resources and S151 Officer

Background docs: Financial Strategy 2015/19
Appendix K of appendix 2 to item 7 Council meeting 23/02/15
<https://secure.croydon.gov.uk/akscroydon/users/public/admin/kabatt.pl?cmte=COU&meet=27&href=/akscroydon/images/att5016.pdf>

Children, Families and Learning Department Budget Options

Director	Division	Description	Growth/ (Saving)	FTE Impact	2018/19 (£m)	2019/20 (£m)
David Butler	Education and Youth Engagement	Child Friendly Community	Growth	0.00	0.025	0.000
Phillip Segurola	Early Help and Childrens Social Care	Increase in Legal Fees	Growth	0.00	0.500	0.000
Phillip Segurola	Early Help and Childrens Social Care	Increase demand in staffing	Growth	0.00	2.926	0.000
Phillip Segurola	Early Help and Childrens Social Care	Increase in demand for commissioning contracts	Growth	0.00	0.175	0.000
Phillip Segurola	Early Help and Childrens Social Care	NRPF pressure due to delays in Central Government to implement the provisions of the Immigration Act	Growth	0.00	1.000	0.000
Phillip Segurola	Early Help and Childrens Social Care	Increased demand in Looked After Children placements	Growth	0.00	3.900	0.000
Phillip Segurola	Early Help and Childrens Social Care	Increased demand in commissioning contracts	Growth	0.00	0.640	0.000
Phillip Segurola	Early Help and Childrens Social Care	Asylum Recharges	Growth	0.00	1.143	0.000
		Total		0.00	10.309	0.000

Adults, Health and Wellbeing Department Budget Options
Appendix A

Director	Division	Description	Growth/ (Saving)	FTE Impact	2018/19 (£m)	2019/20 (£m)
Guy Van Dichele	Adults and All Age Disability	Workforce reform and transformation. Creating a permanent workforce with less agency cover and costs, reducing management costs and creating more holistic team structures around our residents.	Saving	tbc	(1.000)	(1.000)
Guy Van Dichele	Adults and All Age Disability	All age disability day opportunities - Reconfiguring our offer to people, enhancing life and well-being opportunities through more efficient use of our contracts.	Saving	0.00	(0.125)	(0.100)
Guy Van Dichele	Adults and All Age Disability	Commissioning - Creating savings through efficiency in contracts.	Saving	0.00	(0.095)	0.000
Guy Van Dichele	Adults and All Age Disability	25-65 disability transformation - creating efficiency through better outcomes for people reducing expensive care packages	Saving	0.00	(0.750)	(1.500)
Guy Van Dichele	Adults and All Age Disability	Mental Health Transformation - Creating efficiency through better outcomes for people reducing expensive care packages.	Saving	0.00	(0.125)	(0.100)
Guy Van Dichele	Adults and All Age Disability	One Croydon Alliance - Managing the increased demand through better partnership working within the Alliance.	Saving	0.00	(2.283)	(2.445)
Guy Van Dichele	Adults and All Age Disability	25-65 Disability Demand - To manage growth in demand for care and support.	Growth	0.00	1.552	0.965
Guy Van Dichele	Adults and All Age Disability	Mental health Demand - To manage growth in demand for care and support.	Growth	0.00	0.438	0.300
Guy Van Dichele	Adults and All Age Disability	SEN - service growth - To accommodate current increase in demand and high case loads	Growth	0.00	0.377	0.000
Guy Van Dichele	Adults and All Age Disability	CWD - service growth - To accommodate current increase in demand and high case loads	Growth	0.00	1.623	0.000
Guy Van Dichele	Adults and All Age Disability	SEND post 19 - To continue the pilot for alternative provision on the Post 19 Transition Programme for the year 2018/19 and 2019/20.	Growth	0.00	0.175	0.000
Guy Van Dichele	Adults and All Age Disability	Out of Hospital Business Cases - Council contribution to the wider One Croydon Partnership Alliance	Growth	0.00	2.000	0.000
Guy Van Dichele	Adults and All Age Disability	DOLS Adults - To manage growth in demand and meet statutory requirements.	Growth	0.00	0.123	0.000
Guy Van Dichele	Adults and All Age Disability	Council contribution to the wider One Croydon Partnership Alliance	Growth	0.00	2.300	2.483
Guy Van Dichele	Adults and All Age Disability	Implications of new HMRC rules in relation to the costs for Sleeping nights workers	Growth	0.00	0.500	0.000
Guy Van Dichele	Adults and All Age Disability	DOLS Children's - To manage growth under new legislation.	Growth	0.00	0.113	0.000
Total				0.00	4.823	(1.397)

Gateway and Residents Department Budget Options

Appendix A

Director	Division	Description	Growth/ (Saving)	FTE Impact	2018/19 (£m)	2019/20 (£m)
Mark Meehan	Enablement & Welfare	Restructure of four teams to align functions with future legislative changes in Universal Credit, Discretionary Support, Employment Support and Debt.	Saving	0.00	(0.149)	(0.273)
Mark Meehan	Enablement & Welfare	NRPF cases to be closed in an efficient and timely manner, and tighter management of court cases	Saving	0.00	(0.090)	0.000
Mark Meehan	Service Development	Decommission domestic violence accommodation with support; retain some funding for floating support in Private Rented Sector.	Saving	0.00	0.000	(0.130)
Mark Meehan	Enablement & Welfare	Review of the travel service to identify errors and duplication in the provision Blue Badges	Saving	0.00	0.000	(0.200)
Mark Meehan	Enablement & Welfare	Fundamental review of commissioned services for young people	Saving	0.00	(0.112)	(0.130)
Mark Meehan	Service Development	NRPF - introduction of new immigration regulations	Saving	0.00	(0.050)	0.000
Mark Meehan	Housing Solutions	Savings to be delivered by managing vacancies; reviewing recharges and minimising void periods	Saving	0.00	(0.093)	(0.047)
Mark Meehan	Emergency Accommodation	Additional empty property officer who will generate savings through reducing void periods	Saving	0.00	(0.137)	(0.067)
Mark Meehan	Emergency Accommodation	Saving from Emergency accommodation budget offset by receipt of Flexible Homelessness Support Grant	Saving	0.00	(2.200)	0.000
Mark Meehan	Enablement & Welfare	Additional empty property officer who will generate savings through reducing void periods	Growth	0.00	0.048	0.000
Mark Meehan	Enablement & Welfare	Increased requirement for concessionary fares	Growth	0.00	0.150	0.000
Mark Meehan	Enablement & Welfare	Restructure identified a need for an additional manager post within Housing Renewal to standardise service delivery	Growth	0.00	0.055	0.000
		Total		0.00	(2.578)	(0.847)

PLACE DEPARTMENT BUDGET OPTIONS

Director	Division	Description	FTE Impact	Growth/ (Saving)	2018/19 (£m)	2019/20 (£m)
Steve Iles	Waste	SLWP Contract Saving - Environmental Services (Street Cleansing and Refuse Collection Service)	0.00	Saving	(5.170)	0.000
Steve Iles	Leisure	Re-procurement of Leisure Services Contract	0.00	Saving	0.000	(0.450)
Steve Iles	Highways Network Management	Co-Ordination and Management of Utility Companies on the Highway to minimise disruption/congestion. This will include Coring, Traffic Management and New Roads and Streets Works Act (NWSRA) inspections.	0.00	Saving	(0.192)	0.000
Steve Iles	Highways Network Management	Traffic signals - Savings on charges from TFL for Signal Maintenance and Operational Costs	0.00	Saving	(0.050)	0.000
Steve Iles	Leisure	Increasing income from parks events	0.00	Saving	0.000	(0.050)
Andy Opie	Parking	Review of Commercial Suspension Charges	0.00	Saving	(0.060)	0.000
Andy Opie	Parking	ANPR Traffic Controls	0.00	Saving	(0.162)	(0.162)
Andy Opie	Parking	Increase in street P & D charges	0.00	Saving	(0.100)	(0.149)
Andy Opie	Parking	Footway parking enforcement	0.00	Saving	0.000	(0.062)
Andy Opie	Partnership & Intelligence	Crossfire contribution to become grant funded	0.00	Saving	(0.008)	0.000
Andy Opie	Partnership & Intelligence	Youth Prevention Project (YPP)	0.00	Saving	(0.007)	0.000
Andy Opie	Public Protection	Fixed Penalty Notices (FPN's) for Housing Enforcement	0.00	Saving	(0.010)	0.000
Andy Opie	Public Protection	Statutory notices - introduce charge per hazard	0.00	Saving	(0.005)	0.000
Andy Opie	Public Protection	Cease cost subsidy rat treatments	0.00	Saving	(0.005)	0.000
Andy Opie	Public Protection	Introduce charge for Food hygiene re-visits	0.00	Saving	(0.003)	0.000
Andy Opie	Partnership & Intelligence	Review Safer Croydon Radio provision	0.00	Saving	(0.005)	0.000
Heather Cheesbrough	Strategic Transport	Supplies & Services Savings	0.00	Saving	(0.013)	(0.012)
Heather Cheesbrough	Development Control	Increased Planning Fee recovery	0.00	Saving	(0.009)	(0.008)
Heather Cheesbrough	Spatial Planning	Additional income recovery	0.00	Saving	(0.018)	(0.019)
Heather Cheesbrough	Spatial Planning	Supplies & Services Savings	0.00	Saving	(0.018)	(0.019)
Heather Cheesbrough	Building Control	Increased Building Control fee income	0.00	Saving	(0.005)	(0.005)
Emma Lindsell	CALAT	Increased Apprenticeship Levy income	0.00	Saving	(0.080)	(0.080)
Paula Murray	Culture	Reduction in Cultural Fund (reduce % of LBC contribution to partnership activity)	0.00	Saving	(0.026)	(0.025)
All	Regeneration	Reduction in various budgets (including contractors, consultancy, memberships and training)	0.00	Saving	(0.017)	(0.018)
Colm Lacey	Homes & School Improvement	Efficiency savings (incl. capitalisation opportunities)	0.00	Saving	(0.006)	0.000
Colm Lacey	Development	Dividend paid to the Council by BxB Ltd based on operational profit	0.00	Saving	0.000	(3.370)
Colm Lacey	Development	Increased overheads charged to BXB	0.00	Saving	(0.005)	(0.002)

RESOURCES DEPARTMENT BUDGET OPTIONS

Director	Division	Description	Growth/ (Saving)	FTE Impact	2018/19 (£m)	2019/20 (£m)
Vacant	Customer and Corporate Services	Further automation and self serve for business support services, including PA support and improvements from business process reengineering	Saving	TBC	(0.145)	(0.235)
Vacant	Customer and Corporate Services	Customer contact centre reduction in customer contact from further channel shift across a number of services.	Saving	TBC	(0.132)	0.000
Vacant	Customer and Corporate Services	Revenues & Benefits - Process review and introduction of automation technology	Saving	0.00	(0.044)	0.000
Vacant	Customer and Corporate Services	ICT Services - consolidation and reduction in licencing and software costs.	Saving	0.00	(0.075)	0.000
Vacant	Customer and Corporate Services	Business Efficiency through implementation of Oracle Cloud	Saving	1.00	(0.030)	(0.230)
Vacant	Customer and Corporate Services	Payroll insourcing	Saving	0.00	(0.030)	0.000
Vacant	Customer and Corporate Services	Reduced frequency of cleaning across corporate estate including windows and general cleaning.	Saving	0.00	(0.110)	(0.140)
Vacant	Customer and Corporate Services	Restructure of the Energy and Sustainable Development Team in FM to include the outsourcing to a data bureau specialist.	Saving	TBC	(0.049)	(0.081)
Vacant	Customer and Corporate Services	Develop commercial offer for Facilities Management services traded to schools	Saving	0.00	(0.030)	(0.033)
Vacant	Customer and Corporate Services	Reduced costs from further channel shift in revenues services	Saving	0.00	0.000	(0.029)
Vacant	Customer and Corporate Services	Reduced costs from further channel shift in benefits services	Saving	0.00	0.000	(0.029)
Vacant	Customer and Corporate Services	Reduction in corporate resources through reduction in complaint and process automation	Saving	0.00	0.000	(0.029)
Vacant	Customer and Corporate Services	Reduced training costs aligned to reduction in staffing levels	Saving	0.00	0.000	(0.032)
Vacant	Customer and Corporate Services	Reduction in basic capita contract price due to rebaselining and service credit.	Saving	0.00	(0.400)	0.000
Vacant	Customer and Corporate Services	Capitalisation of client staff costs where supporting capital projects	Saving	0.00	(0.835)	0.000
Vacant	Customer and Corporate Services	A review and reduction in the number of mobile phones provided to staff across organisation	Saving	0.00	(0.100)	0.000
Vacant	Customer and Corporate Services	Leasing of BWH data centre - initially agreed with LB Brent	Saving	0.00	(0.100)	0.000

Vacant	Customer and Corporate Services	Savings from ongoing review and renewal of systems and software contracts	Saving	0.00	(0.050)	(0.100)
Vacant	Facilities Management	Further reduction in LBC use of BWH - releasing one further mid size floor for rental income	Saving	0.00	TBC	(0.600)
Jacqueline Harris Baker	Legal	Managing Demand of legal expenditure via the new Legal Services strategy, and appointment of the new contractor to deliver services from January 2018.	Saving	0.00	(0.300)	(0.300)
Simon Maddocks	Governance	New Internal audit contract	Saving	0.00	(0.047)	(0.009)
Simon Maddocks	Governance	Reshaping election services	Saving	(1.00)	(0.038)	(0.037)
Simon Maddocks	Governance	Restructure resulting in the deletion of the division and the services merging into other divisions, accompanied by a reduction in the corporate governance support to the organisation.	Saving	(2.30)	(0.075)	(0.077)
Simon Maddocks	Governance	Planned national efficiencies by the External Auditor and a local reduction in the cost of validating key grants.	Saving	0.00	(0.020)	(0.040)
Lisa Taylor	Finance Investment and Risk	Further transformation of team and processes.	Saving	(6.00)	(0.216)	0.000
Lisa Taylor	Finance Investment and Risk	Management of estate - various options inc. surrendering leases, lettings and different use of assets.	Saving	0.00	(0.362)	(0.628)
Sue Moorman	Human Resources	Redesigned Occupational Health Service	Saving	0.00	(0.050)	0.000
Sue Moorman	Human Resources	Delete Vacant post	Saving	0.00	(0.021)	(0.010)
Sue Moorman	Human Resources	Review of HR model	Saving	(1.00)	0.000	(0.057)
Sarah Warman	Commissioning and Improvement	Additional income from trading travel training model	Saving	0.00	0.000	(0.050)
Sarah Warman	Commissioning and Improvement	Additional income from trading - equipment services	Saving	0.00	(0.150)	(0.250)
Sarah Warman	Commissioning and Improvement	Review of the Travel Policy to maximise use of Personal Travel Budgets & Independent Travel Opportunities	Saving	0.00	(0.350)	(0.750)
Sarah Warman	Commissioning and Improvement	Maximising Use of In-house bus service including using double shifting approaches	Saving	0.00	0.000	(0.150)
Sarah Warman	Commissioning and Improvement	Developing new model of travel service delivery for a range of special schools	Saving	0.00	(0.300)	(0.200)
		Total		(9.30)	(2.049)	(4.096)

Chief Executives Office Budget Options**Appendix A**

Director	Division	Description	Growth/ (Saving)	FTE Impact	2018/19 (£m)	2019/20 (£m)
Julian Ellerby	Chief Executives Office	Review the efficiency of the team and increase income.	Saving	(8.00)	(0.275)	(0.275)
	Total			(8.00)	(0.275)	(0.275)

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	2017/18			2018/19				2019/20			2020/21		
Description	Revised Budget 2017/18 £000's	Outturn 2017/18 £000's	Outturn Variance 2017/18 £000's	Proposed Slippage 2017/18 £000's	Budget 2018/19 £000's	Budget adjustments £000's	Revised budget 2018/19 £000's	Original budget 2019/20 £000's	Budget adjustments £000's	Revised budget 2019/20 £000's	Budget 2020/21 £000's	Budget adjustments £000's	Revised budget 2020/21 £000's
Adults Social Care ICT	993	415	-578	579			579						
Bereavement Services	1,343	19	-1,324	1,323	1,360		2,683						
Disabled Facilities Grant	2,846	1,627	-1,219	630	2,400		3,030	2,400		2,400	2,400		2,400
Education - Academies Programme		15	15	38	-	38	0						
Education - DDA	134	75	-59	6	-	-6	0						
Education - Fixed Term Expansions	3,055	1,307	-1,748	1,760	-	1,760	0						
Education - Fire Safety Works	0	0			2,000		2,000	1,000		1,000			
Education - Major Maintenance	3,501	2,091	-1,410	1,567	3,020	-	933	2,000		2,000	2,000		2,000
Education - Miscellaneous	2,412	1,153	-1,259	1,259	2,118	723	4,100	6,833	-	2,453	4,380	-	272
Education - Permanent Expansion	47,636	34,311	-13,325	13,332	11,639	-	14,938	896	723	1,619		272	272
Education - Secondary Estate	34	286	252	318		95	413					845	845
Education - SEN	7,720	2,126	-5,594	5,114	16,750	-	12,657	8,612	5,972	14,584	969	7,201	8,170
Education - SEN Centre of Excellence						1,500	1,500		1,500	1,500			
Onside Youth Zone	3,571	143	-3,428	3,428			3,428						
Unsuitable Housing Fund	250	0	-250	250	-	250	0						
People	73,495.00	43,568.00	-29,927.00	29,604	39,287	(28,264)	40,627	21,741	5,742	27,483	5,369	8,318	13,687
Affordable Housing	21,600	6,510	-15,090	6,301	30,090		36,391	7,273		7,273			
ANPR cameras	206	206	0	0	-	-	-						
Blackhorse Lane Bridge	2,053	153	-1,900	1,900	1,755		3,655						
Brick by Brick programme	58,530	24,875	-33,655	10,301	164,839		175,140	30,000		30,000	20,000		20,000
Community Ward Budgets	1,000	0	-1,000	0	576		576	576		576	576		576
Devolution initiatives			0		782		782	912		912	912		912
Empty Homes Grants	500	585	85	0	500		500	500		500	500		500
Fairfield Halls - Council	1,500	779	-721	721			721						
Feasibility Fund	275	134	-141	275	330		605	330		330			
Fieldway Cluster					4,000		4,000						
Fiveways junction								3,000		3,000	2,000		2,000
Growth Zone	2,000	1,526	-474	474	4,000		4,474	27,000		27,000	90,000		90,000
Highways	5,000	5,443	443		5,000		5,000	5,000		5,000	5,000		5,000
Highways - flood water management	230	0	-230		410		410	414		414	175		175
Highways - bridges and highways structures	160	0	-160		793		793	223		223	8,110		8,110
Highways - Tree works	179	0	-179		179		179	179		179	179		179
Measures to mitigate travellers in parks and open spaces	125	30	-95	95			95						
Leisure centres equipment upgrade	976	0	-976	976	1,315		2,291	1,004		1,004			
Libraries investment - general	0	0	0		130		130			-			
Libraries investment - South Norwood library	0	0	0		555		555			-			
Miscellaneous de min		237	237							-			
New Addington Leisure Centre	18,560	3,631	-14,929	1,633	24,386		26,019			-			
New Addington wellbeing centre - borrowing element	0	0	0		200		200	6,500		6,500	6,500		6,500
Old Ashburton Library	1,245	2,324	1,079	0			-			-			
New waste contract - vehicles	1,940	0	-1,940	1,940	7,106		9,046			-			
P&D Machine Replacement Programme	1,161	1,141	-20	20			20			-			
Parking	20	206	186	0	600		600	153		153			
Public Realm	4,228	1,516	-2,712	2,452			2,452			-			
Purley MSCP	117		-117	117			117			-			
Salt Barn	611	87	-524	524			524			-			
Safety - digital upgrade of CCTV	0	0	0		500		500	500		500			
Section 106 Schemes	1,338	1,114	-224	1,562			1,562			-			
Signage	0	0	0		25		25			-			
South Norwood regeneration	0	0	0		500		500			-			
Surrey Street Market	848	825	-23	25			25			-			
Thornton Heath Public Realm	2,105	851	-1,254	1,254			1,254			-			
TFL - LIP	4,912	5,528	616	0	2,462		2,462	2,462		2,462	2,000		2,000
Walking and cycling strategy	0	0	0		1,381		1,381	750		750	750		750
Waste and Recycling Investment	2,616	2,316	-300	300	2,660		2,960			-			0
Waste and Recycling - Don't Mess with Croydon			0			996	996		601	601		475	475
Place sub-total	134,035	60,017	-74,018	30,870	255,074	996	286,940	86,776	601	87,377	137,032	475	137,507
Asset strategy - Cavendish House				0	100		100			-			
Asset strategy - Stubbs Mead	300	17	-283	283	1,650		1,933			-			
Asset strategy - BWH	50	0	-50	50	50		100			-			
Asset strategy - Family Justice Centre	50	30	-20	20	200		220			-			
Asset strategy - Capita Davis House relocation	50	0	-50	50	50		100			-			
Asset strategy - Heathfield House	60	0	-60	60	100		160			-			
Coroners	0	19	19	0						-			
Corporate Property	0	771	771	0	2,000		2,000	2,000		2,000	2,000		2,000
Corporate Property Maintenance Programme	3,727	11,219	7,492	0			-			-			
Emergency Generator (Data Centre)	1,200	0	-1,200	1,200			1,200			-			
Finance and HR system	1,560	250	-1,310	1,310	4,055		5,365	412		412			
ICT Refresh & Transformation	7,572	7,984	412		10,900		10,900	4,500		4,500	1,500		1,500
Ward Based Programmes	120	0	-120	120			120			-			
Tram Memorial	0	84	84	0			-			-			
Resources sub-total	14,689.00	20,374.00	5,685.00	3,093	19,105		22,198	6,912		6,912	3,500		3,500
General Fund	222,219.00	123,959.00	-98,260.00	63,567	313,466	-	349,765	115,429	6,343	121,772	145,901	8,793	154,694
Asset management ICT database					434		434			-			
Assisted Private Purchase Scheme	0	-12	-12				-			-			
Council New Build	0	198	198				-			-			
Fire safety programme			0	0	5,000		5,000	5,000		5,000			
Larger Homes	100	38	-62	62			62			-			
Major Repairs and Improvements Programme	30,323	26,176	-4,147	4,147	26,771		30,918	26,771		26,771	26,771		26,771
Special Transfer Payments	571	65	-506	506	180		686	180		180	180		180
							-			-			
HRA Total	30,994	26,465	-4,529	4,715	32,385		37,100	31,951	-	31,951	26,951	-	26,951
Capital Programme Total	253,213	150,424	-102,789	68,282	345,851	-	27,268	147,380	6,343	153,723	172,852	8,793	181,645

Capital Programme Resourcing 2018/19 to 2020/21

Funding	Original 2018/19 budget	2017/18 slippage	Budget adjust.	Revised 2018/19 budget
	£000s	£000s	£000s	£000s
Targeted Basic Needs				
Capital receipts				
School Condition Funding (Education)	3,770			3,770
Basic Needs (Education)				
EFA Invest to Save (Education)	969			969
TFL LIP and other funding	2,663	223		2,886
NHS				
CIL	6,800			6,800
CIL local meaningful proportion	1,200			1,200
Disabled Facilities Grants	2,400			2,400
Borrowing - (RIF)	194,929	16,602		211,531
Growth Zone	4,000	474		4,474
s106	260	1,562		1,822
Borrowing	96,475	44,929	- 27,268	113,913
GENERAL FUND	313,466	63,567	- 27,268	349,765
Major Repairs Allowance	21,209	4,715		25,924
HRA - Revenue Contribution	3,718			3,718
HRA - Use Of Reserves	7,458			7,458
HRA FUNDING	32,385	4,715		37,100
TOTAL FUNDING	345,851	68,282	- 27,268	386,865

Budget 2019/20 £000's	Budget adjust.	Revised budget 2019/20
	£000s	£000s
2,500		2,500
	2,000	2,000
6,833		6,833
969		969
2,462		2,462
5,000		5,000
6,800		6,800
1,200		1,200
2,400		2,400
37,273		37,273
27,000		27,000
22,992	4,343	27,335
115,429	6,343	121,772
21,209		21,209
3,718		3,718
7,024		7,024
31,951		31,951
147,380	6,343	153,723

Budget 2020/21 £000's	Budget adjust.	Revised budget 2020/21
	£000s	£000s
	2,000	2,000
969		969
2,000		2,000
6,800		6,800
1,200		1,200
20,000		20,000
90,000		90,000
24,932	6,793	31,725
145,901	8,793	154,694
21,209		21,209
3,718		3,718
2,024		2,024
26,951		26,951
172,852	8,793	181,645

Case ref:	Categorisation:
CASE4148180	Lack of support (no action taken to safeguard his daughter)
CASE4160958	Delay in providing assessments Lack of support (re: brokerage)
CASE4164546	Communication (no response to email) Lack of support (re: mothers finances)
CASE4179041	Communication (no contact) Delay in providing assessments (none provided)
CASE4190123	Communication (no response to emails)
CASE4190922	Communication (no response to letters)
CASE4208824	Lack of support (re: transition from full time education to adult services)
CASE3969760	Delay in providing assessments
CASE3982702	Lack of support (Major Adaptations team refusing to do works in the home)
CASE3994232	Lack of support (customer disputes what social worker is saying)

Communication – 4

Educational placement disputes – 0

Delay in providing assessments – 3
Lack of support – 6
Inconsistencies / number of social workers – 0
Failure to work within guidelines – 0

SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when the

Ensure timescales for assessments are kept and customer kept updated on progress.

Ensure adequate time/warning is given to client prior to arranging/cancelling or changing meetings.

Ensure reports are supplied to clients within statutory timescales

Ensure all reports/concerns are correctly raised, investigated and responded to within adequate timescales.

Ensure timescales for arranging educational provisions are kept and customer kept updated on progress.

SW to ensure they attend or re-arrange meetings as required.

SW need to complete agreed tasks within agreed timescales or keep client fully updated as to any delays.

SW need to ensure correct files and documents are ready and up-to-date and that they supply required documents

SW to ensure any legal advice they supply is correct.

Ensure client's claims are updated swiftly to ensure they continue to receive full entitlements.

Ensure a personal advisor is allocated to a client swiftly once required.

Ensure safeguarding referrals are completed within statutory timescales and that the client remains constantly in

Ensure we respond and clearly explain to requests why they cannot be granted and the clear reasons for this in

Ensure care plans are fully assessed and implemented within statutory timescales and that the client remains co

SW needs to ensure they communicate agreed actions with all parties involved.

Ensure all reports/concerns are correctly raised, investigated and responded to within adequate timescales and t

SW needs to ensure they arrange/action agreed support/ respite care and ensure client is receiving the full agree

Managers need to ensure all reports of violence are correctly raised, investigated and responded to within adequ

Ensure SW attend meetings as arranged or re-arranged to ensure they are able to attend.

Ensure all relevant 3rd party professionals are invited to relevant meetings.

Ensure when responding that all points have been covered or clear details as to when the customer can expect a

Case Ref (Service Request ID)	Division (Service Area)	Service Area Name (Service Area)	Stat Stage 1 Outcome	Raised by	high level detail	Learnings:
CASE4087095	Looked after children and resources	LAC - Leaving care - Statutory Childrens	Not Upheld	By the Client	Delay releasing savings to client Contacting SW but not receiving resolution	SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave.
CASE4089533	0 - 25 SEN & Disability	Disability	Upheld in Part	Parent - Mother	Lack of contact or support from SW Failure to implement agreed actions of meeting 12 months prior – Chased but received no update or action	SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave.
CASE4098823	Looked after children and resources	Looked after children (previously Permanence Service 1) - Statutory Childrens	Not Upheld	By the Client	Meetings cancelled without prior warning when client had already arrived on site Delay completing age assessment Client feels the assessors were rude and aggressive and shouted Decision letter issued Jan 17 but client had not received the full report in July 17	Ensure timescales for assessments are kept and customer kept updated on progress. Ensure adequate time/warning is given to client prior to arranging/cancelling or changing meetings. Ensure reports are supplied to clients within statutory timescales
CASE4095831	Looked after children and resources	LAC - Adoption & SGO - Statutory Childrens	Upheld in Part	Parent - Mother	Lack of support from SW SW was not taking client's religion into consideration	SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave.
CASE4100543	0 - 25 SEN & Disability	Disability	Upheld	Career	Delay from transition team to sort placement Delay from transition team receiving confirmed placement or plan Lack of contact or support from SW and lack of response to client's requests No stability as multiple SW assigned to case – SW change with little or no notice	SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave.
CASE4104522	Looked after children and resources	LAC - Adoption & SGO - Statutory Childrens	Upheld in Part	Manager – Willows House	Assault concerns raised to SW who did not respond Delay submitting a referral following contact with SW Failure/delay regarding agreeing the Educational provision Agreed task outlined for the SW was delayed SW was late/did not attend meeting called by the lead Clinical psychologist	Ensure all reports/concerns are correctly raised, investigated and responded to within adequate timescales. Ensure timescales for arranging Educational provisions are kept and customer kept updated on progress. SW to ensure they attend or re-arrange meetings as arranged. SW need to complete agreed tasks within agreed timescales or keep client fully updated as to any delays.

CASE4107677	Care Planning Service	Children in Need (previously Care Planning 1) - Statutory Childrens	Upheld in Part	Parent - Mother	SW unprofessional SW did not prepare required Section 7 in time for court appearance SW does not speak to the children properly, client concern child has stated will self-harm rather than meet SW Client was given advice by SW which SW claimed legal provides which proved incorrect	SW need to ensure correct files and documents are ready and up-to-date and that they supply required documents for all court cases. SW to ensure any legal advice they supply is correct.
CASE4110061	Looked after children and resources	Looked after children (previously Permanence Service 1) - Statutory Childrens	Upheld	Advocate	Delay allocating a Personal Advisor Lack of contact or support from service/SW Not receiving any payments from Croydon since client turned 18	SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave. Ensure client's claims are updated swiftly to ensure they continue to receive full entitlements. Ensure a personal Advisor is allocated to a client swiftly once required.
CASE4121952	Looked after children and resources	Looked after children and adoption (previously Permanece 2) - Statutory Childrens	Not Upheld	Parent - Father	Lack of contact or support from service/SW CAHMs refusing responsibility to assist Failure to safeguard child	SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave. Ensure safeguarding referrals are completed within statutory timescales and that the client remains constantly informed and updated throughout full process. Ensure we respond and clearly explain to requests why they cannot be granted and the clear reasons for this in writing.
CASE4123575	0 - 25 SEN & Disability	Disability	Rejected	Parent - Mother	Lack of contact or support from Council	Complaint was rejected as Court Proceedings currently underway
CASE4134062	0 - 25 SEN & Disability	Disabilities -Statutory Childrens	Upheld in Part	Parent - Father	Delay completing/supply a Care Package Lack of contact or support from SW and lack of response to client's requests	Ensure care plans are fully assessed and implemented within statutory timescales and that the client remains constantly informed and updated throughout full process. SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave

CASE4170708	Looked after children and resources	LAC - Adoption & SGO - Statutory Childrens	Upheld in Part	Aunt / Carer	Lack of contact or support from SW and lack of response to client's requests SW not updating foster carer of agreed contact	SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave. SW needs to ensure they communicate agreed actions with all parties involved.
CASE4144784	Care Planning Service	Children in Need (previously Care Planning 1)	Not Upheld	Parent - Mother	SW inappropriate behaviour with client's child Client was advised a merlin was raised but has heard nothing further from Council Breach of confidentiality	Ensure all reports/concerns are correctly raised, investigated and responded to within adequate timescales and that the client remains constantly informed and updated throughout full process.
CASE4149247	0 - 25 SEN & Disability	Disabilities -Statutory Childrens	Upheld	Sister	Failure to supply agreed extra respite care Lack of contact or support from SW and lack of response to client's requests	SW needs to ensure they arrange/action agreed support/ respite care and ensure client is receiving the full agreed support. SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave.
CASE4154405	Care Planning Service	Child Protection and Proceedings (previously Care Planning 2) - Statutory Childrens	Closed – Consent not received	Sister	Inaccurate information held on system – advised would be rectified but was not and incorrect info supplied to courts SW advised client that she doesn't want to get involved in the case Lack of support from SW resulting in OOB placement	SW need to ensure correct files and documents are ready and up-to-date and that they supply required documents for all court cases. Ensure all reports/concerns are correctly raised, investigated and responded to within adequate timescales and that the client remains constantly informed and updated throughout full process.
CASE4164863	Care Planning Service	Child Protection and Proceedings (previously Care Planning 2) - Statutory Childrens	Not Upheld	By the Client	SW threatened violence on clients Mum Delay/Failure to complete a review of the original assessment Lack of support from SW	Ensure timescales for assessments are kept and customer kept updated on progress. Managers need to ensure all reports of violence are correctly raised, investigated and responded to within adequate timescales and that the client remains constantly informed and updated throughout full process.
CASE4192756	Care Planning Service	Assessments (previously CIN - Triage & Immediate Response) - Statutory Childrens	Upheld in Part	Sister	Delay completing viability assessment Lack of contact or support from SW and lack of response to client's requests	Ensure timescales for assessments are kept and customer kept updated on progress. SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave.

CASE4179681	Care Planning Service	Children in Need (previously Care Planning 1) - Statutory Childrens	Not Upheld	By the Client	Lack of support from SW Client feels the SW is harassing them Unhappy with the frequent (and sometimes unannounced) visits by SW	SW/Manager need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave.
CASE4180449	Care Planning Service	Assessments (previously CIN - Triage & Immediate Response) - Statutory Childrens	Not Upheld	Parent - Father	Failure to act on safeguarding referral Lack of support from SW	Ensure safeguarding referrals are completed within statutory timescales and that the client remains constantly informed and updated throughout full process. SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave
CASE4200133	Care Planning Service	Child Protection and Proceedings (previously Care Planning 2) - Statutory Childrens	Upheld in Part	Parent - Father	Lack of contact or support from SW and lack of response to client's requests	SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave.
CASE4203533	Looked after children and resources	LAC - Leaving care	Not Upheld	Advocate	Lack of support from Council/SW resulted in client becoming homeless Lack of support from SW	SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave.
CASE4215274	Looked after children and resources	LAC - Adoption & SGO - Statutory Childrens	Upheld	Career	Delay arranging funding Lack of support from SW	SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave. Ensure client's claims are updated swiftly to ensure they continue to receive full entitlements.
CASE4218715	Looked after children and resources	LAC - Adoption & SGO - Statutory Childrens	Upheld	Advocate	Delay in completing assessment Poor standards in care provision	Ensure timescales for assessments are kept and customer kept updated on progress.
CASE4230942	Care Planning Service	Children in Need (previously Care Planning 1)	Not Upheld	Parent - Father	Requests for support were ignored Lack of support from Croydon Council	Service need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave.

Officer Dealing	Date Received	Date Response Sent	In SLA	Case Ref	Division (Service Area)	Service Area Name (Service Area)	Outcome	Raised by	high level detail	Learnings
RE	03/10/17	17/10/17	Yes	CASE4237203	Care Planning Service	Assessments - Childrens	Upheld in Part	Parent - Mother	<p>Delay receiving social services report</p> <p>Failure to advise mother of concerns for childs safety</p> <p>Council did not complete follow on checks to confirm child was safe</p>	<p>Ensure all reports/concerns are correctly raised, investigated and responded to within adequate timescales.</p> <p>Ensure letters/reports are issued to all relivant persons</p> <p>Ensure safeguarding referrals are completed within statutory timescales and that the client remains constantly informed and updated throughout full process. and that follow-on contact made for safeguarding concerns</p>
KH	05/10/17	03/11/17	No	CASE4293822	Looked after children and resources	Looked after children (previously Permanence Service 1) - Statutory Childrens	Upheld	Client	Complaint about allocated social worker - Wasn't being supported	SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave.
RE	23/10/17	07/11/17	No	CASE4266742	Care Planning Service	Child Protection and Proceedings	Not Upheld	Parent - Mother	<p>Lack of contact from SW</p> <p>Lack of support from social services or the allocated SW</p> <p>SW are meeting with people about her case and not informing her</p>	<p>SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave.</p> <p>SW needs to ensure they communicate agreed actions with all parties involved.</p>
RE	31/10/17	13/11/17	Yes	CASE4277695	Early Help and MASH	Early Help and Partnerships		Advocate	<p>The key worker met the client without an interpreter</p> <p>The key worker prepared an assessment which was not shared with the client and the client was unable to make comments</p> <p>The assessment was shared with housing without the clients consent and the KW gave opinions to housing which affected the hosuing review decision</p> <p>A copy of the assessment was only supplied after the client requested a copy</p>	<p>Ensure reports are supplied to clients within statutory timescales</p> <p>Ensure timescales for assessments are kept and customer kept updated on progress and advised when an assessment is being completed.</p> <p>Complete agreed tasks within agreed timescales or keep client fully updated as to any delays.</p> <p>Ensure we communicate agreed actions with all parties involved, this includes requests or need for interpreter.</p>
RE	01/11/17	14/11/17	Yes	CASE4279563	Looked after children	Looked after children	No Finding	Parent	Complaint about allocated social worker as the family had previously had this SS allocated and they feel they caused their child to be come suicidal and they have now run away due to being re-allocated the same SS	If client is know and had previous SS allocated service should review how that relationship was before re-allocated SS to client. Reponse was good as service called Client and arranged to meet to fullt resolve concerns

KH	03/11/17	07/11/17		CASE4287771	Care Planning Service	Children in Need	Not Upheld	Father	Father unhappy mother and children had been housed in a refuge and he has had nocontact with them and does not know where they are.	Communication - ensure all parties/parents are kept informed of the decisions taken and reasons for the decision taken. Also to ensure parents are aware of their rights and are correctly directed for assistance.
RE	03/11/17	02/03/18	No	CASE4296851	Mental Health Social Care	MH Safeguarding	Not Upheld	Advocate	Clients discharge is being delay due to problems around the funding for her needs following discharge.	Client could have been better informed of the progress of her case or clear corrispondance that the case was not with Croydon and this is what caused confusion.
SS	07/11/17	20/112017		CASE4288873	Care Planning Service	Children in Need	Upheld in Part	Mother	Parent unhappy with the support they are receiving/not receiving from social worker.	Give regular updates and correct information.
SS	07/11/17	19/11/17		CASE4289111	Care Planning Service	MASH	Upheld in Part	Father	The assessment completed has not been shared with you, your partner or your support network. Croydon Social services should have spoken to your support network to have a clear understanding of your difficulties. The social worker did not write to you or your partner about the meeting of making our children 'Child in need'. You feel bullied and afraid of the allocated social worker,	Ensure those who are involved in the assessment receive a copy of the assessment when it is finalised. Ensure parents are able to attend the date set for meetings.
RE	08/11/17			CASE4291680	Care Planning Service	Children in Need	Rejected	Parent - Mother	Mother trying to stop care proceedings; lack of communication with SW team, delay in foster carer payments to paternal grandmother.	Case going ahead to care proceedings, we cannot address the complaint as it may prejudice the case.
SS	14/11/17			CASE4299551	Looked after children and resources	Looked after children and adoption		Parents	Reduction in allowance.	COMPLAINT NOT RESOLVED YET.
KH	16/11/17	12/12/17		CASE4303723	Looked after children and resources	Looked after children and adoption	Upheld	Foster child	Foster child complaining of poor communication, lack of action and financial support	Explanations of decisions taken to be fully conveyed to service users. To ensure that all aspects of a case are taken into account before decisions are made.
KH	20/11/17	07/12/17		CASE4309389	Care Planning Service	Children in Need (previously Care Planning 1)	Not Upheld	Mother	Lack of communication, lack of promised action and disagreement with assessment	Improved communication. Explanations should be given as to the reasons for an outcome of an assessment. More attempts to contact a service user to be made and not just e-mail.
RE	21/11/17			CASE4312775	Looked after children and resources	Looked after children and adoption		Parent - Mother	Re assessment; child up for adoption and feels let down.	
RE	22/11/17			CASE4310635	Looked after children and resources	Looked after children and adoption		Parent - Mother	Lack of contact and support; lack of response to requests for assessment for son.	

KH	22/11/17	13/12/17		CASE4310887	Care Planning Service	Child Protection and Proceedings (previously Care Planning 2) - Statutory Childrens			Unhappy with number of social workers, unhappy with actions taken by social worker and incorrect focus of fathers drinking rather than childrens education	Improved communications. Explanations as to why it is important to focus on certain areas of family.
RE	22/11/17			CASE4313088	Care Planning Service	Children in Need		Parent - Mother	Parent feels MH assessment should have been carried out and medical evidence sought.	
RE	24/11/17			CASE4315153	Child Protection	Care Planning		Parent - Great Grandmother	GGM feels child should be placed with her, and says this was verbally agreed.	
RS	29/11/17	13/12/17	No	CASE4324067	Assessments (previously CIN - Triage & Immediate Response) - Statutory Childrens	Care Planning	Not Upheld	Aunt	Lack of support from Council - Children know and placed by Council at risk of homelessness	SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave. Ensure all reports/concerns are correctly raised, investigated and responded to within adequate timescales and that the client remains constantly informed and updated throughout full process. Follow on checks to be completed when vulnerable children are placed to ensure ongoing support is in place. Positive learning - swift action was taken in co-ordination with housing rents to ensure arrears on property were wiped and rent held to ensure that the vulnerable children in temp placement at property were not placed as risk of homelessness
RS	30/11/17	09/01/18	No	CASE4326075	Care Planning Service	Assessments (previously CIN - Triage & Immediate Response) - Statutory Childrens	Upheld	Career	Delay receiving payments Lack of support from Council - no information on progress of court involment Council had not supplied copied of requested reports Copies minutes from the strategy meeting were not supplied	SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave. Ensure reports are supplied to clients within statutory timescales Ensure careers claims are updated swiftly to ensure they continue to receive full entitlements.

RS	04/12/17	22/12/17	No	CASE4329810	0 - 25 SEN & Disability	Disability	Upheld in Part	Advocate	<p>Failure to action concerns raised in safeguarding referral</p> <p>Council has delayed in establishing clients mental capacity</p> <p>Social worker has not been completing agreed actions regarding contacting the clients schools for information</p> <p>Delay confirming if request for respite has been received and if it is being considered</p>	<p>Ensure all reports/concerns are correctly raised, investigated and responded to within adequate timescales and that the client remains constantly informed and updated throughout full process.</p> <p>SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave.</p> <p>Ensure safeguarding referrals are completed within statutory timescales and that the client remains constantly informed and updated throughout full process.</p> <p>SW needs to ensure they arrange/action agreed support/ respite care and ensure client is receiving the full agreed support.</p>
SS	07/12/17	19/12/17	Yes	CASE4341160	Looked after children and resources	Looked after children and adoption (previously Permanence Service 2)	Not Upheld	Parent	<p>Parent was told there were not handwritten notes available from a meeting but parent knows notes were taken</p>	<p>Notes were typed after meeting . Service need to be clear if notes are available and supply them is requested (where appropriate)</p>
RE	08/12/17	04/04/18	No	CASE4339398	Care planning 2	CIN	Upheld	Career	<p>Council's adoption support has been inadequate.</p> <p>Clients ASF application has been neglected over a period of months</p>	<p>SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave.</p> <p>Ensure client's claims are updated swiftly to ensure they continue to receive full entitlements.</p>

RS	11/12/17	17/01/18	No	CASE4343802	0 - 25 SEN & Disability	Disability	Upheld	Client	<p>Delay confirming if request for respite has been received and if it is being considered</p> <p>Lack of contact or updates from council / SW</p> <p>Delay receiving payments</p> <p>Client had made requests for support and service for the child and is not receiving updates or feedback - long delays</p> <p>Service were in constant contact with the customer when they received the complaint</p> <p>Apologises for errors and has offered £2000 compensation for the delays</p> <p>Officer is working closely with customer moving forward to ensure no further delays experienced</p>	<p>SW needs to ensure they arrange/action agreed support/ respite care and ensure client is receiving the full agreed support.</p> <p>SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave.</p> <p>Ensure timescales for assessments are kept and customer kept updated on progress.</p>
SS	12/12/17	13/12/17	Yes	CASE4341366	Looked after children and resources	Looked after children and adoption (previously Permanence Service 2)	No Finding	Advocate	<p>int that client had been moved to a placement too far away and they were not being supported</p>	<p>When the Council contact the client about the complaint they confirmed that they were happy with the placement</p>
RE	15/12/17	18/12/17	Yes	CASE4346747	Care Planning Service	Assessments - Children	Not Upheld	Parent	<p>Complaint that their children were abused while in care and the Council ignored reports</p>	<p>Clear notes on childrens file show no reports of abuse were raised and response explains Councils actions clearly</p>
RE	18/12/17	22/01/18	No	CASE4348376	Looked after children and resources	Looked after children and adoption (previously Permanence 2) - Statutory Childrens	Upheld	Career	<p>Delay completing assessment to the adoption support fund</p>	<p>SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave.</p> <p>Ensure client's claims are updated swiftly to ensure they continue to receive full entitlements.</p>

Officer Dealing	Date Received	Date Response Sent	In SLA	Case Ref	Division (Service Area)	Service Area Name (Service Area)	Outcome	Raised by	high level detail	Learnings
RE	04/01/18	18/01/18	Out of SLA	CASE4368466	Looked after children and resources	LAC - Leaving care - Statutory Childrens	No Finding	Advocate	failure of Leaving Care to investigate PA Charmaine Lewis visiting my home with her daughter and granddaughter. Her daughter and granddaughter stayed during the meeting whilst confidential issues were discussed	SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave. Ensure a personal advisor is allocated to a client swiftly once required. Council need to complete agreed tasks within agreed timescales or keep client fully updated as to any delays.
RE	12/01/18	24/02/18	Out of SLA	CASE4382882	Care Planning Service	Children in Need (previously Care Planning 1) - Statutory Childrens	Upheld	Advocate	three changes of Social Worker since clients time in The Atkinson Unit and now 4 has left and council did not advise client	Council need to respond to all emails/contact within corporate timescales and ensure clients are supported and updated
SS	12/01/18	26/01/18	Out of SLA	CASE4388923	Looked after children and resources	LAC - Leaving care - Statutory Childrens	Upheld in Part	Client	Regarding the clients Higher Education Bursary	SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave. Complaint was made premature and reponse explains fully what was happening
RE	17/01/18	02/02/18	Out of SLA	CASE4389507	Looked after children and resources	LAC - Leaving care - Statutory Childrens	Not Upheld	Advocate	SS Promised client would be housed in a council property but then did not happen	Ensure we respond and clearly explain to requests why they cannot be granted and the clear reasons for this in writing. However, it is noted that Client was contacted by housing but SS should have also kept him informed
RE	19/01/18	27/02/18	Out of SLA	CASE4394319	Care Planning Service	Children in Need (previously Care Planning 1) - Statutory Childrens	Upheld in Part	Parent	Lack of support and information from SS and Council assessment was innacurate and SS refused to address concerns Files held by the Council appear to be innacurate	SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave. Ensure timescales for assessments are kept and customer kept updated on progress. Ensure adequate time/warning is given to client prior to arranging/cancelling or changing meetings. Ensure all reports/concerns are correctly raised, investigated and responded to within adequate timescales. SW need to ensure correct files and documents are ready and up-to-date and accurate
KH	24/01/18	27/02/18	Out of SLA	CASE4401219	Looked after children and resources	Looked after children and adoption (previously Permanece 2) - Statutory Childrens	No Finding	Career	Council has not confirmed that resbite is continuing Lack of contact to requests for information	SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave.

KH	25/01/18	26/02/18	Out of SLA	CASE4442333	Care Planning Service	Child Protection and Proceedings (previously Care Planning 2) - Statutory Childrens	Upheld	Parent	SW not supporting family and making false promising and not following through agreed actions New social worker was unable to write reports or communicate with the family and asked the family to help him write his official reports Council was unable to find the YP a suitable foster or residential placement and they felt forced into accepting a placement which was far away	SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave. SW need to complete agreed tasks within agreed timescales or keep client fully updated as to any delays. Ensure client's claims are updated swiftly to ensure they continue to receive full entitlements.
KH	29/01/18	23/03/18	Out of SLA	CASE4485215	Looked after children and resources	Looked after children and adoption (previously Permanence 2) - Statutory Childrens	Upheld in Part	Parents	Complaint was a request for update on care of the YP in accordance with the Full Care Order and Approved Care Plan 3rd October 2017.	Full report and update was provided in the response to the Parents as requested SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave.
RS	19/02/18	08/03/18	Out of SLA	CASE4438808	Looked after children and resources	Fostering and childrens placements (previously fostering) - Statutory Childrens	Not Upheld	Parent	Lack of support from their allocated social worker Request for respite not processed Enhanced payment application not processed	SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave. Ensure client's claims are updated swiftly to ensure they continue to receive full entitlements.
RE	27/02/18	07/03/18	In Sla	CASE4450544	Looked after children and resources	Looked after children (previously Permanence Service 1) - Statutory Childrens	Upheld in Part	Client	Complaint regarding the National Transfer Scheme and the lack of updates from the SS/Council	SW need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave. SW need to complete agreed tasks within agreed timescales or keep client fully updated as to any delays.
RS	27/02/18	12/04/18	Out of SLA	CASE4450625	Looked after children and resources	Looked after children (previously Permanence Service 1) - Statutory Childrens	Upheld in Part	Advocate	Lack of support from the Children with Disabilities team Inadquate pathways plan in place	Child does not live in the borough and the borough have had no involvement however we did not adequately advise parents that we were unable to support them Council need to respond to all emails/contact within corporate timescales and ensure clients are supported when they are on leave.
RS	01/03/18	17/04/18	Out of SLA	CASE4456961	Looked after children and resources	LAC - Leaving care - Statutory Childrens	Not Upheld	Advocate	Client feels placement is too far away and Client feels the Council and SW are not supporting her needs	It is clear that good notes and records were kept and that the concerns raised by the client had previously been explained to her.

KH	21/03/18	03/04/18	In Sla	CASE4489671	Care Planning Service	Assessments (previously CIN - Triage & Immediate Response) - Statutory Childrens	Upheld	School/Advocate	Advocate: unhappy with the lack of Children Services intervention / progress in respect of pupil JL, whom was identified as needing a Child in Need (CIN) plan.	Ensure timescales for assessments are kept and customer kept updated on progress.
SS	27/03/18		Ongoing	CASE4498551	0 - 25 Disability - Children	Disability -Statutory Children	Ongoing	Parent	Request for respite not processed Nopt being supported by the Council or the allocated SW	Ongoing

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Appendix B: LGO Scrutiny

Case Number	Date open	Date closed	Complaint summary	Upheld or Not	Learnings for service
CASE371831 1	19/04/17	19/04/17	The complainant says the Council failed to support him and should not have applied for his children to be adopted. He says the Council failed to reply to his complaint.	Neither - Ombudsman decided not to investigate	None; the LGO didn't investigate. The Court granted the Care and Placement Orders, not the Council. The Ombudsman has no power to investigate the Court's decisions.
CASE395784 6	21/04/17	13/06/17	Request for information from LGO under Local Government Act 1974, regarding a complaint against Bromley where there is a link with Croydon services. Not a complaint about Croydon.	Neither - complaint is against Bromley, not Croydon	None; this shouldn't have been logged as an LGO complaint against Croydon Council, because it was only a request for info regarding a complaint about Bromley Council.
CASE401700 9	24/05/17	18/06/17	The complainant says that the Council's social services department has submitted a fraudulent and inaccurate assessment report about him to court.	Neither - Closed after initial enquiries (out of jurisdiction)	None; the LGO didn't investigate. The Ombudsman cannot investigate this complaint about a Viability Assessment Report on the complainant. This is because it was produced for court proceedings and is out of the Ombudsman's jurisdiction.
CASE402473 5	18/07/17	19/10/17	1. the Council provided incorrect information about her son which led schools to refuse to offer him a place. It failed to ensure its information was correct and failed to retract the incorrect information despite saying it would do so; 2. failed to carry out annual reviews of her son's SEN; 3. failed to provide education for him when he was out of school following his exclusion; <i>and</i> 4. failed to respond fully to her complaints.	Upheld	LGO recommended £2,650 compensation + letter of apology. The Council failed to provide him with education while he was out of school; failed to ensure an annual review of the child's Statement of Special Educational Needs was completed; and provided potentially misleading information about the child's needs to a school. In addition the Council's complaint handling was poor. Regarding learning from this complaint the Council should ensure, so far as possible, that the failings identified by this complaint may be avoided in future.
CASE381689 4	28/07/17	19/12/17	Mum complained the Council failed to provide appropriate education to her daughter and delayed arranging her transition to an Education, Health and Care Plan. It also failed to deal with her complaints in a timely manner.	Upheld	LGO recommended £2,200 compensation + letter of apology. The Council delayed arranging the EHCP and failed to put in place alternative provision. The Council should have ensured it sent Mum a copy of the EHCP with the attached letter, in a timely manner, after she said she had not received it. The Council took two months after that to send her the appeal letter. We would expect provision to be in place within 3 weeks of the Council being notified. The school referred G to a provider, which visited on 18 March (just over three and a half weeks from the date of Mum's request to the Council). It then took until the end of March to deliver the provision. Once the provider started working with G, Mum was asking the school to provide additional work because G had more capacity than what was being offered. The Council should have made sure the provider identified what was necessary for G, when it was necessary, and delivered it. As the situation had not changed for G through May, June and July (when she was only at school in the mornings) it seems reasonable to expect the home education provision would have been continued through that time. The Council should have checked, before the home tuition was stopped, whether it was appropriate to stop it. The Council should ensure it sends duplicate documents out in a timely manner and ensures both the EHCP and covering letter are sent. The Council should also consider changing its procedures so it checks the adequacy of out of school provision for individual children given it has a statutory responsibility to ensure this is in place. It should do this within four months. The Council should review its procedures to ensure it keeps to the timescales set out in its complaints handling policy. It should do this within four months.
CASE383959 6	08/08/17	08/08/17	Dad complains the Council failed to provide support to his daughter for a year. Dad provided support using his own funds over that year which meant his daughter missed out on services she should have had as he could not afford to fund the whole package of care the Council failed to provide. It also meant the family missed out on things as there was no spare money after paying for daughter's care.		LGO recommended £4,750 plus letter of apology, and this went to report. The Council was at fault for not continuing daughter's care and support after she moved to its area. The Council also failed to continue to support Dad in his role as a carer for his daughter. The Council failed to act in accordance with the Care Act 2014. The Council has failed to meet daughter's care and support needs following its assessment in January 2015, and Dad's needs as a carer to Ms C. The Council must consider the report and confirm within three months the action it has taken or proposes to take. The Council should consider the report at its full Council or Cabinet and we will require evidence of this.

CASE314271 2	23/08/17	28/09/17	The complainants have complained about how the Council handled child protection enquiries after it received a safeguarding referral about Miss B in September 2014. They complained that social workers did not give Miss B adequate support, did not keep them informed about the progress of child protection enquiries, and did not give them copies of key documents and care plans.	Neither - Ombudsman decided not to investigate	None - Ombudsman didn't investigate. The Ombudsman will not investigate Mrs B and Miss B's complaints about how the Council handled child protection enquiries. We are unlikely to find fault in most of the Council's actions, and it is unlikely we could add to the investigations already carried out.
CASE360086 7	12/10/17	04/04/18	Ms X complains about a child protection investigation conducted by the Council and the resulting child in need plan she was asked to follow. Ms X says the threshold for a child protection investigation was not met and the Council initiated the investigation without reasonable cause.	Not upheld	None - There was no fault by the Council in a complaint alleging fault in a child protection investigation conducted by the Council and the resulting child in need plan the complainant was asked to follow.
CASE416192 8	22/01/18	07/02/18	The complainant says the Council has failed to arrange or supervise contact between herself and her daughter, which it agreed to do under a court order. She also says her social worker's supervisor called one Saturday unnecessarily and embarrassed and harassed her. She also thought the Council was not doing enough to keep her informed about her daughter.	Upheld	LGO recommended £300 compensation and a letter of apology. Social workers should keep to the Council's procedures for writing up visits within timescale.
CASE438795 0	08/02/18	08/03/18	Complainant says that the Council has delayed in carrying out their son's care assessment and has failed to keep them informed of changes to his social worker. Their son has not received the care specified in his plan and this has negatively affected his quality of life. The care home has failed to: adequately communicate with them, keep adequate records, respond in a timely manner to requests they have made about their son's care, and follow up health issues requiring attention.	TBC	Case still open - awaiting DD
CASE443813 2	19/02/18	21/03/18	regarding failure to approve LAC status	?	Email from Richard to LGO on 24 April 2018: I can confirm the Council would be willing to consider a statutory Stage 2 investigation for Mr X. I am unsure if you have discussed this as an option with Mr X; would you like us to contact him first or will you be speaking with him regards this?
CASE428946 9	19/03/18	TBC	The Council has not arranged for him to get the care and support he needs to meet his identified eligible social care needs. Care Elite is not providing the appropriate level of support; His current accommodation is unsuitable for his needs and the Council has not made sufficient progress in finding him suitable alternative accommodation.	TBC	For some reason Rebecca has entered an actual end date on CRM, but the case is still open - we haven't received the DD yet...
CASE3545975	11/04/17	09/05/17	Unhappy with homeless application assessment and delay in	Upheld	Guidance to be issued to staff re homelessness applications and issuing decisions.
CASE3954877	20/04/17	17/07/17	Lack of access to social housing	Not Upheld	Apology and £500 compensation to be paid.
CASE3671880	04/05/17	19/09/17	Damage caused to property by council tenant and delay in re	Not Upheld	No fault found
CASE3997889	15/05/17	15/05/17	Refusal of council to reinstate garden border fence with coun	Not Upheld	No fault found
CASE4003842	17/05/17	17/05/17	PCN sent to wrong address	Not Upheld	LGO has no power to investigate the council when acting as a landlord
CASE3913997	19/05/17	19/05/17	Planning complaint	Not Upheld	LGO will not investigate as there is a separate PCN appeal process
CASE3440168	26/05/17	30/05/17	Failure to consult over traffic measures in Addiscombe Court	Not Upheld	LGO will not investigate as they are unlikely to find fault with planning process
CASE3790608	03/01/17	09/10/17	Rental refund / Housing benefit	Not Upheld	LGO will not investigate as no fault found in consultation process
CASE4036373	02/06/17	05/06/17	PCN complaint	Not Upheld	LGO investigated and found no maladministration
CASE3878472	14/06/17	14/06/17	Refusal of council to maintain area of unadopted land near to	Not Upheld	LGO will not investigate as there is a separate PCN appeal process
CASE3579397	20/06/17	14/11/17	Decision of council regarding the application for a drop curb	Not Upheld	LGO will not investigate as no powers to order council to maintain land
CASE3718446	05/07/17	21/03/18	Housing disrepair	Upheld	LGO investigated - no fault found
CASE4091643	05/07/17	13/07/17	Planning complaint	Not Upheld	Some fault found re inspections of property, communication and recording of visits - Apology and £250 comp
CASE3840282	11/07/17	23/11/17	Housing application	Upheld	No maladministration found
CASE3208916	24/07/17	25/10/17	Housing application	Upheld	Fault found in delays on decision and consideration of interim accomodation - £450 comp and review of application

CASE3932676	24/07/17	18/10/17	Installation of pedestrian crossing	Not Upheld	LGO investigated - no fault found
CASE3582988					
CASE3722195	31/07/17	17/11/17	Housing application	Not Upheld	No evidence of fault found in application process
CASE4199322	31/08/17	05/12/17	Planning acceptance for housing development	Not Upheld	No fault found
CASE4052730	11/09/17	11/09/17	Planning acceptance for flats and loss of green space	Not Upheld	No fault found
CASE3422565	26/09/17	02/01/18	Damage caused to lean to and charges made to customer. G	Upheld in part	Fault found in misinformation provided and failure to repair gutter - £300 comp Fault found - delay in decision making and information to customer - £250 comp and review of application
CASE3894023	03/10/17	07/11/17	Housing application	Upheld	
CASE4130795	10/10/17	15/11/17	Housing application	Not Upheld	No fault found
CASE4256086	16/10/17	16/10/17	Damage caused to car by council towing it away	Not Upheld	LGO will not investigate as more appropriate for customer to use court process Fault found in councils recording of information, delays in response and investigation of complaints. £500 comp and apology
CASE3616969	19/10/17	13/11/17	Housing application and failing to investigate complaints of A	Upheld	
CASE3440902	24/10/17	24/10/17	Housing officer failed to take complaints seriously and respor	Not Upheld	No fault found
CASE4026015	07/11/17	Ongoing	Poor housing conditions - council have failed to take medical	Upheld	Fault found - awaits final decision
CASE3764241	20/11/17	27/02/18	Publishing of name on council website re fly tipping	Upheld	Fault found - safeguarding concerns - £1000 comp & apology
CASE4335334	07/12/17	07/12/17	Landlord licencing scheme	Not Upheld	LGO will not investigate - unlikely fault will be found
CASE4006649	08/12/17	26/02/18	Granting of planning application and failure in notification pro	Not Upheld	No fault found
CASE4037208	11/12/17	11/12/17	Consultation process of 20mph scheme on local roads	Not Upheld	LGO will not investigate as no evidence of fault
CASE3087122			Not on CRM as a complaint?		
CASE3332293	19/12/17		Failure to agree a mutual exchange on housing placements		No result recorded
CASE4289072	08/01/18	08/01/18	Failure to transfer private landlord licence	Not Upheld	LGO will not investigate as unlikely to find fault
CASE4076164	15/01/17		Error in assessment of greenbelt land		No result recorded
CASE4238512	18/01/18	16/02/18	Failure to grant drop curb application	Not Upheld	No fault found
CASE4245241	19/01/18	19/01/18	Fault on housing register resulting in customer not being offer	Not Upheld	No fault found
CASE4110403	22/01/18	08/02/18	Planning granted for block of flats near to customers home	Not Upheld	No fault found
CASE4402562	25/01/18	25/01/18	PCN complaint	Not Upheld	LGO not investigating as unlikely to find fault
CASE3749877	12/02/18	28/02/18	Refusal of planning permission and dispute over measureme	Not Upheld	No fault found
CASE4432726	14/02/18	14/02/18	Incorrect issuing of PCN	Not Upheld	LGO will not investigate as customer should have used appeal process
CASE4092513	23/02/18	23/03/18	Granting of planning permission for flats near to customers h	Not Upheld	LGO found no fault
CASE4450384	26/02/18	26/02/18	Conduct of chair of planning meeting	Not Upheld	No fault found
CASE3943458	28/02/18	01/03/18	Failure to protect customer from development next door to hc	Not Upheld	LGO will not investigate as planning enforcement process in place
CASE3637291	28/06/17	26/07/17	Mrs X has complained about how the Council has dealt with her council tax account. There is some fault as the Council did not respond to Mrs X's request for a corrected bill before enforcement agents visited. The Council has agreed to waive the fee Mrs X incurred because of this visit.	Upheld	The service did not respond well to the customer correspondances. There was a delay dealing and responding to the customers complaint
CASE3125841	30/06/17	30/06/17	Complaint about how the landlord apportioned costs between her and her ex partner (now deceased) following a court hearing in August 2014	No Investigation	The Housing Ombudsman will not consider a complaint, which, concern matters that are, or have been, the subject of legal proceedings and where a complainant has or had the opportunity to raise the subject matter of the complaint as part of those proceedings
CASE3796969	26/07/17	14/08/17	Mr M complains about the decision of the Council to pass his Council tax debt to enforcement agents when he had a payment agreement in place. He says this has increased the debt disproportionately and caused him stress and anxiety.	Upheld	Repayments Agreements should not be cancelled unless it has been double checked that the agreement has been breached.
CASE3928743	17/08/17	17/08/17	The complainant, whom I refer to as Ms X, says the Council delayed applying a council tax discount and then took her to court for arrears. Ms X says she knew nothing of the arrears until the bailiffs arrived.	No Investigation	The LGSCO will not investigate the Council's decision to take recovery action because there is insufficient evidence of fault.

CASE3603011 31/08/17	03/10/17	<p>1. Miss X complains the Council has made many mistakes recovering council tax support and housing benefit overpayment. She says the Council's replies to her complaints about this contain false statements. She also says the Council has failed to communicate with her effectively about this.</p> <p>2. Miss X says this means she is uncertain about what Council Tax she owes. She wants the Council to refund her what it owes and compensate her for stress caused by its mistakes.</p>	Upheld	<p>There was no fault in the Council's seeking recovery of council tax by obtaining a Liability Order. It correctly applied additional costs to Miss X's bill at this time. It offered Miss X the opportunity to set up a payment plan.</p> <p>The Council failed to respond to all of Miss X's enquiries about its calculations while it handled her complaint. This fault caused Miss X uncertainty about whether the Council had received her emails. It has apologised for this failure. We need to ensure we keep customers fully updated as to the progress of a complaint of enquiry.</p> <p>The Council accepts it made some mistakes calculating what Miss X owed. We need to ensure that calculations are correctly completed.</p> <p>We need to ensure all contact is logged and responded to and if there are delays, keep the customer informed</p> <p>This delay resulted in £150 compensation</p>
CASE3907204 21/09/17	28/09/17	<p>The complainant, whom I will call Mr Y, complains about the Council's failure to respond to his contact about Council Tax matters and, in particular, its failure to provide a breakdown of the Council Tax liability for the property in question.</p>	Upheld	<p>The Council failed to respond to all of Miss X's enquiries about its calculations while it handled her complaint. This fault caused Miss X uncertainty about whether the Council had received her emails. It has apologised for this failure. We need to ensure we keep customers fully updated as to the progress of a complaint of enquiry.</p> <p>The Council accepts it made some mistakes calculating what Miss X owed. We need to ensure that calculations are correctly completed.</p> <p>We need to ensure all contact is logged and responded to and if there are delays, keep the customer informed</p> <p>This delay resulted in £150 compensation</p>
CASE4223778 25/09/17	25/09/17	<p>The complainant, whom I shall refer to as Mr B, complained that the Council is forcing him to pay council tax and non-domestic rates bills when he is not liable to pay them.</p>	No Investigation	<p>The Ombudsman will not investigate Mr B's complaint because there are other bodies which are better placed to consider the issues he has raised.</p>
CASE3933501 19/10/17	23/11/17	<p>The Council has not properly considered her application for housing. She says that, as a result, she continues to live in privately rented accommodation that does not meet her needs and is dangerous to her health.</p> <ul style="list-style-type: none"> • The Council has not properly assessed her care and disability needs and is not providing her with any support to meet her needs. • The Council refused to give her a reduction to her council tax because of her disability. • The Council has not properly responded to her complaint about cigarette smoke in her flat. • The Council has not taken action about the disrepair issues in her flat. • The Council has not responded to her request for information. 	Upheld	<p>There is no evidence of fault in the way the Council responded to Ms C's request to be placed on the housing register, her request for support with her disability and her complaints about the property she is renting.</p> <p>However, the Council's decision letter in response to her homelessness application did not meet the requirements set out in the guidance. - We need to review our decision letters to ensure we are following proper process</p>
CASE3996965 24/10/17	08/12/17	<p>I have called the complainant 'Ms C'. She complained about the Council passing a council tax debt to bailiffs (enforcement agents) in March 2017. Ms C's complaint had three parts:</p> <p>a) That her account was only in arrears because the Council mistakenly failed to take a direct debit from her bank account in March 2016. Had the direct debit not cancelled she would have cleared the debt.</p> <p>b) That the Council only accepted conditionally that she could transfer a credit from a joint account on to the council tax account in arrears, which was in her sole name.</p> <p>c) That there was poor customer service from the Council in telephone calls.</p>	Upheld	<p>The Council was at fault for wrongly giving an instruction to the complainant's bank to cancel a direct debit set up to clear a council tax debt. This resulted in bailiffs being instructed unnecessarily to collect the debt. To remedy the injustice caused the Council has waived bailiff fees and agrees to apologise to the complainant and pay her £300.</p> <p>DD's should only be cancelled by the Council where the payment has defaulted or when we have written proof of the request from the customer. The Council should write to a resident if a DD is cancelled or ended on all occasions</p>
CASE4070079 31/10/17	31/10/17	<p>Mrs X complains about the way the Council's housing organisation obtains planning permission for development. The Ombudsman will not investigate this complaint because there is no significant personal injustice caused to her to warrant investigation.</p>	No Investigation	<p>The Ombudsman will not investigate this complaint. There is no significant personal injustice caused to Mrs X by the alleged faults.</p>

CASE4017544 23/11/17	06/12/17	<p>Ms X's complaint is about the Council's actions in recovering a Council Tax debt from her. She complains the Council has:</p> <p>a) failed to clearly explain what she owes in Council Tax; b) incorrectly used attachments of earnings to recover the debt.</p> <p>2. Ms X says the Council's recovery action has caused her great upset, distress and inconvenience, and has cost her time trying to resolve it. She describes the Council's actions as harassment. Ms X says she has been unable to get a new job because of the matter. Ms X says employers have terminated her employment when they received the Council's letter seeking an attachment of her earnings. Ms X wants the Council to set up a new repayment agreement with her, and not to use any more attachments of earnings in the future.</p>	Upheld	<p>There was no fault by the Council which led to any avoidable confusion or complexity when it sought to explain Ms X's ongoing Council Tax liabilities and debts to her. Ms X's circumstances were inherently complicated. The Council has six Liability Orders against Ms X for various years, back to 2007. It was not fault for the Council to seek an attachment of Ms X's earnings in 2017. I have not seen evidence to show this or any other Council fault resulted in Ms X losing her job.</p> <p>The Council bailiff visited Ms X in November 2017 when enforcement should have been on hold. This was fault causing injustice requiring a remedy. We need to ensure all enforcement holds are in place with confirmation from the Bailiffs as to the date they end</p>
CASE2965104 11/01/18	18/01/18	<p>The complainant, whom I shall refer to as Mr C, complains the Council is wrongly pursuing him for council tax he does not owe. Mr C says he paid towards outstanding council tax of £494.83 after taking off the amount already taken from his wife's salary through an attachment order. Mr C says the Council is treating him unfairly and not properly considering the evidence and his correspondence.</p>	No Investigation	<p>The Ombudsman has ended the investigation into this council tax complaint. This is because the complainant did not complain to the Ombudsman within 12 months of being aware of the matters affecting him.</p>
CASE4097464 23/01/18	24/01/18	<p>The complainant, whom I shall call Mr Y, complains about comments made to him in a telephone call with a Council employee.</p>	No Investigation	<p>We will not investigate this complaint as it is unlikely we can change the outcome of it. Plus, from our perspective, the complainant is not caused a significant level of injustice from the alleged Council fault.</p>
CASE3740999 24/01/18	25/01/18	<p>The complainant, whom I shall call Mr X, complains about the Council's refusal to disclose information about the disposal of council land in his area. He says the information is in the interests of local residents and the Council should release part of a report which it has withheld from public scrutiny.</p>	No Investigation	<p>Mr X complained about the Council's refusal to disclose details of disposal of some of its land for commercial reasons. The Ombudsman will not investigate this complaint. It was reasonable for Mr X to take the matter to the office of the Information Commissioner which is the proper authority to consider freedom of information matters.</p>
CASE4328912 16/03/18	13/04/18	<p>The complainant, who I will call Mr B, is complaining about the Council's handling of his Council Tax accounts. Specifically, Mr B complains the Council:</p> <ul style="list-style-type: none"> Failed to update his account when he notified it he would be leaving his rented property in January 2016. Mr B says the Council did not update its records until July 2017. Created two new accounts for him, even though he had vacated the property. Sent correspondence to the address he had vacated. As a result, Mr B said he was unaware of the outstanding liability on the account and this eventually led the Council to make an attachment of benefits order. 	Ongoing - DD shows fault but Council has not accepted	<p>DD has not been accepted by the Council - Cannot show learnings until FD is issued and shows fault</p>
CASE4460436 TBC	TBC	LGO have not started Investigating - initial query but now on	Ongoing	ON HOLD

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Corporate complaints policy and procedure

Revised June 2015, updating and replacing the policy and procedure developed in 2008 and 2010

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March 2011_v1
 April 2012_v2
 April 2013_v3
 June 2015_v4

1. Scope

- 1.1 This policy and procedure applies to all Council employees and to employees and organisations who deliver services on behalf of the local authority.
- 1.2 Anyone who is affected by our services can make a complaint. This includes:
- Residents;
 - People who work or visit the borough;
 - Local businesses;
 - Community groups; and
 - Any person/s acting on behalf of an individual or group of individuals* (provided that the person affected has given their written consent).

* This includes concerned relatives, carers, Members, MPs, advice agencies and other advocacy groups.

2. Introduction

- 2.1 The way we handle customer complaints, resolve their problems and use the feedback to improve our services is a key component of the council's customer strategy. Our "Proud to serve" value also promises that we will "listen" and treat those who use our services as "valued customers". Delivering on these elements of our service is critical to support the council's priority of improving customer satisfaction.
- 2.2 This complaint policy and procedure is necessary for the efficient operation of services in delivering value for money and improving customer satisfaction. They have been developed in order to encourage customers to tell us what we are doing wrong so we can try to put it right. The policy and procedure:
- Allows managers to address issues of unsatisfactory service and seek improvements in service delivery;
 - Ensures that customers are treated fairly and consistently;
 - Ensures that a proper and adequate investigation takes place before any action is taken;
 - Encourages all staff in all services to improve customer service delivery and service performance; and
 - Safeguards the integrity and good reputation of the Council.

2.3 In addition, the overarching objectives for the handling of and learning from complaints are:

- **Consistency** – the Council aims to give its customers a consistent, fair, structured and easy to follow process when they are unhappy about Council services and want to complain;
- **Quality** – the Council wants to continually improve the quality of its services; encourage and promote best practice amongst its staff; operate within statutory, regulatory and legal frameworks; and listen and improve its relationship with its customers;
- **Improvement** – the complaints procedure should be a positive experience for customers and staff alike, where the investigation outcome and resolution of complaints will be used to monitor the Council's performance and improve service delivery;
- **Inclusion** – the Council values customer opinions and so, wants to make it easy for anyone who wants to complain. Information can be provided in a range of languages, in large print, Braille or via audio-tape. Translation and interpretation services can be provided and if necessary, home visits. The Council will always do its best to meet customers particular needs and make it easier for them to use the complaint procedure; and
- **Learning** – the Council aims to learn from complaints, using customer feedback to inform service improvements or to develop training for staff.

2.4 A complaint is defined as, ***“an expression of dissatisfaction with the Council, however expressed, whether justified or not”***. This simple and clear definition allows a complaint to be defined from the customer's perspective rather than the Council's.

2.5 A complaint could be for example in relation to:

- A delay in taking action without good reason;
- A failure to provide a service;
- Mistakes in the way a decision has been taken;
- Not following the law or the Council's own policies;
- Broken promises;
- Giving incorrect or misleading information;
- Bias or unfair discrimination;
- Rude, unhelpful or inappropriate behaviour by staff;
- Poor communication; and
- The conduct of staff when delivering the service

2.6 Therefore, a complaint can fall broadly into one of three categories:

- Complaints about a service

- Complaints about a member of staff
 - Complaints about a policy
- 2.7 There are some issues that cannot be covered by this complaint policy and procedure. For more information on these exceptions, please go to section five, page 11.
- 2.8 Customers can make a complaint in the way that best suits them. Complaints should be made to the Council within 12 months of when a customer feels that something has gone wrong. If it is longer the Council may ask customers to explain why they could not complain sooner. The Council encourages any customer who has a concern or suggestion about a particular service to make contact with us straight away, where the aim will be to resolve the issue quickly at the first point of contact. Whether the complaint is completed informally at the first point of contact it should be recorded so the Council has greater visibility of customer issues. Contact can be via:
- The Council's complaint form (on-line or hard copy);
 - By letter;
 - By fax;
 - By email;
 - Made in person at Access Croydon;
 - By telephone;
 - On audio-tape; and
 - In different languages.

3. Corporate complaint policy

- 3.1 The Council has a two stage procedure that is designed to support the effective management of complaints.
- 3.3 The target time for a response, for either stage, is **20 working days** from the receipt of the complaint.
- 3.4 The person who first receives the complaint is responsible for logging the complaint on the Council's complaint system.
- 3.5 When a customer cannot be provided with a full response within the time-scale the customer will be notified immediately and given a revised time-scale as to when they can expect a full response to their complaint.

3.6 Stage one complaints

- 3.6.1 The service area the complaint has been made about will be responsible for recording, investigating and responding to the complaint.

- 3.6.2 Customers should direct their complaint to the service area responsible, detailing what they are unhappy about and what they would like the Council to do as a result of their complaint.
- 3.6.3 An investigating officer will be assigned by the relevant service.
- 3.6.4 The maximum amount of time given for responding to a stage one complaint is **20 working days**. If the complaint cannot be resolved on the spot, then the service must acknowledge the complaint within five working days and resolve to deal with the complaint in the remaining time left.
- 3.6.5 All services should aim to resolve and respond much quicker than the **20 working days**, and as often as possible resolve on the spot.
- 3.6.6 In the event that a complaint takes longer than the **20 working days**, the investigating officer will set and agree a reasonable and appropriate revised timescale and regularly keep the customer up to date on its progress.
- 3.6.7 A complaint may be upheld, partly upheld or not upheld. This means was the complaint completely justified, partly justified or not justified at all. It is important that the customer is told of the outcome of each element of their complaint and the reasons for that outcome.
- 3.6.8 Where complaints are upheld or partly upheld, the remedy needs to be appropriate to the complaint, taking into account the customer's desired outcome. The Local Government Ombudsman (LGO) offers this general principle for guidance that,
- “Where we find that an injustice has been caused by maladministration, we seek a remedy that would, so far as possible, put the complainant back into the position he or she would have been in but for the fault”.***
- 3.6.9 The aim is to ensure as far as possible that broadly similar complaints, if justified, should receive broadly comparable remedies. There will be circumstances where the local authority is unable to put the customer back into the position he or she would have been in because of the amount of time lapsed or due to other events which may since have occurred. In such cases, financial compensation may be the most appropriate approach.

- 3.6.10 If a customer is unhappy with the response to their complaint at stage one, they can ask for the complaint to be escalated to the second stage. In doing so, the customer should clearly detail why they believe their complaint was not addressed in the first stage.
- 3.6.11 Complaints should be escalated to stage two where the response at stage one is considered to be unclear, unhelpful or incomplete.

3.7 Stage two complaints

- 3.7.1 All stage two complaints will be investigated independently by the complaint resolution team on behalf of the Chief Executive.
- 3.7.2 The complaint resolution team are responsible for recording, investigating and providing a detailed response to customers.
- 3.7.3 The maximum amount of time given for responding to a stage two complaint in full is **20 working days**, with a customer receiving an acknowledgement within the first three days of this time-frame.
- 3.7.4 If a complaint is complicated and likely to take longer to resolve the investigating officer will keep a customer updated on its progress.
- 3.7.5 All stage two complaints will be signed of by the Chief Executive or a nominated deputy.
- 3.7.6 The response sent will inform a customer that if they remain dissatisfied with how the complaint has been handled that they can complain to the Local Government Ombudsman or the Housing Ombudsman Service.

3.8 Local Government Ombudsman (LGO) and Housing Ombudsman Service (HOS) complaints

- 3.8.1 If, after a stage two investigation, a customer is still not satisfied then they have the right to refer their complaint to the LGO or the HOS. The Local Government Ombudsman (LGO) is an independent service organisation which investigates complaints against Councils (excluding landlord/tenant functions). The Housing Ombudsman Service (HOS) is an independent organisation which investigates complaints relating to tenant and leaseholder matters and landlord functions. For more details of the areas these organisations cover please see the following website link: www.lgo.org.uk/making-a-complaint/what-we-can-look-at/complaints-about-social-housing

3.8.2 Although a customer can take their complaint to the LGO or HOS at any stage, customers are expected to give the Council the opportunity to investigate the complaint in the first instance. Customers can approach the HOS but this must be 8 weeks after their complaint has been investigated at stage 2 by the Council unless they go through a 'designated person'. For more information please contact the Complaint Resolution Team on the details below:

Email: complaints@croydon.gov.uk or Telephone: 020 8726 6000 (ext.47015)

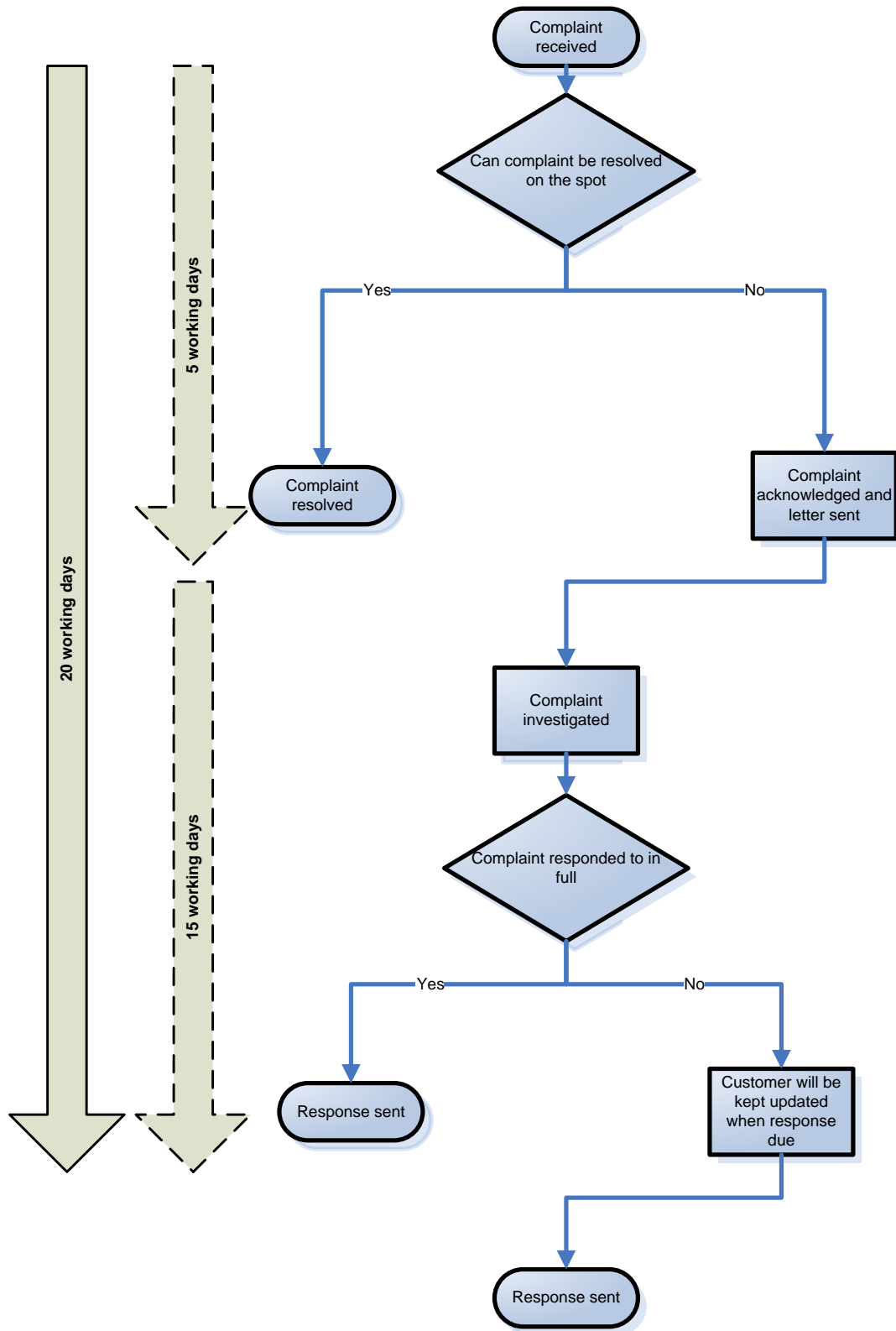
3.8.3 If the LGO or HOS does become involved, all contact is made through the complaint resolution team who will co-ordinate a response to the LGO or HOS.

3.8.4 The Council must submit a response to the LGO or HOS within **20 working days** of receipt.

3.8.5 When the Council receives a complaint from the LGO or HOS these cases are highlighted to senior level management to ensure they have visibility of these issues and appropriate action is taken to resolve them.

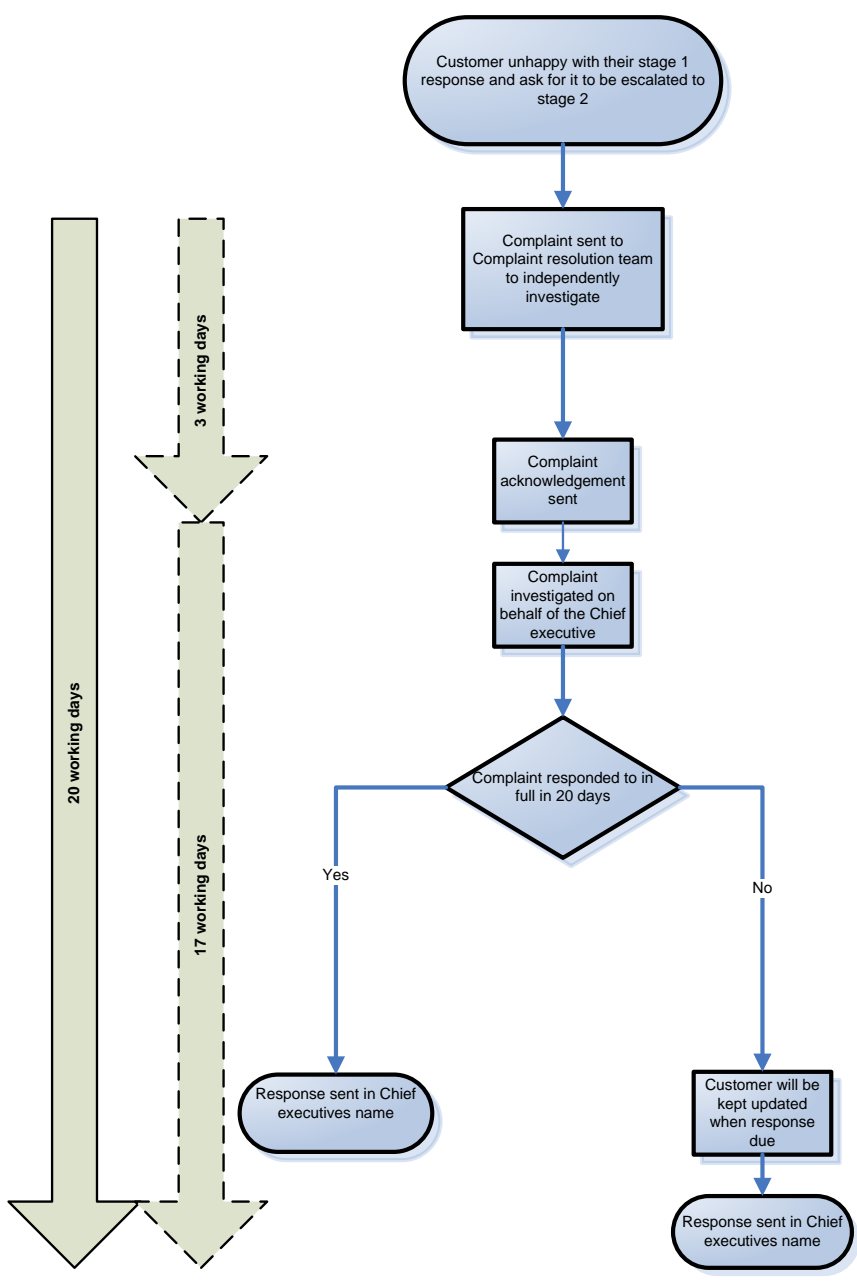
4. Corporate complaint procedure guidance

4.1 Stage one complaint investigation procedure flow chart

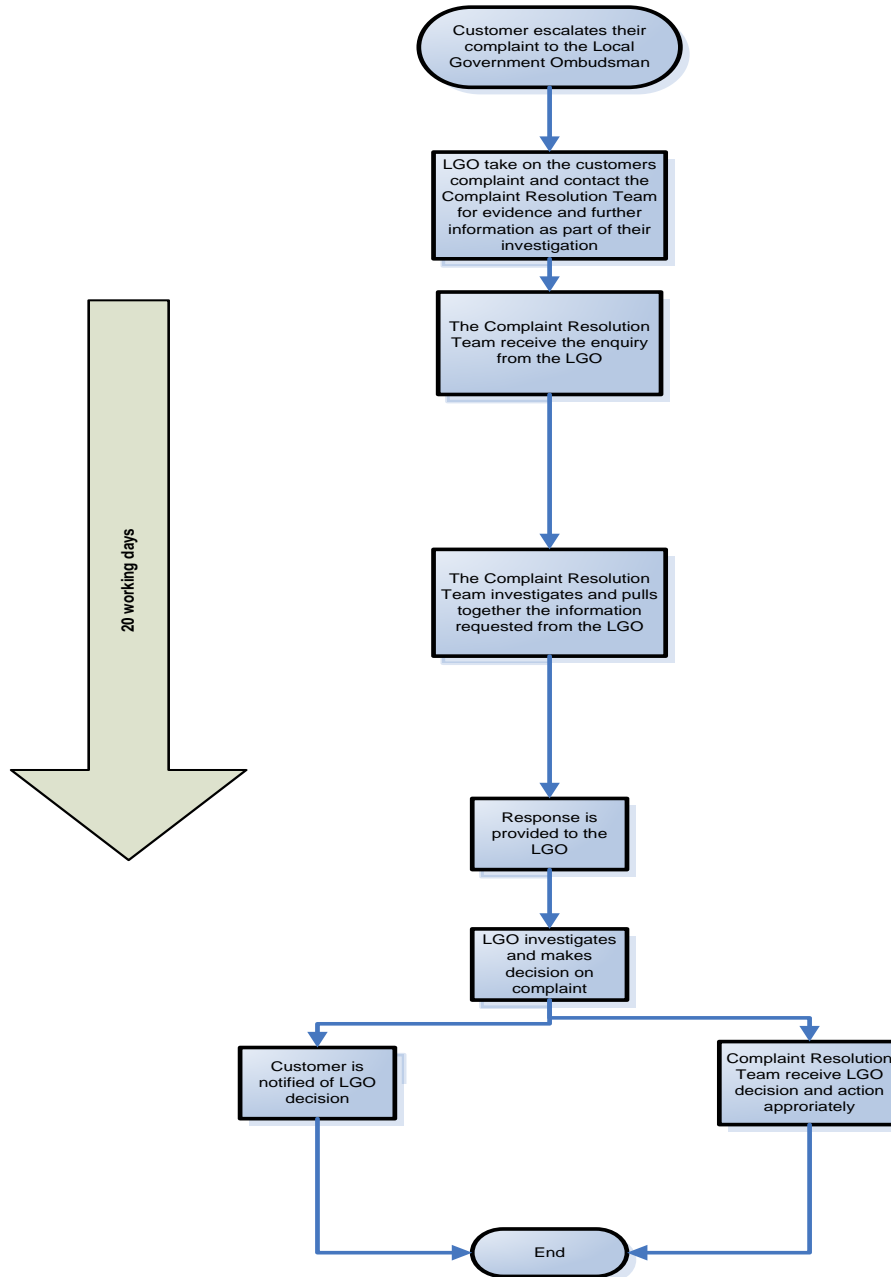


- 4.1.1 When investigating a complaint it is important that we look to resolve complaints as quickly as possible. Wherever possible, we should aim to resolve the issue at first point of contact.
- 4.1.2 When a complaint cannot be resolved quickly and simply at the first point of contact, a thorough investigation of a complaint is imperative to ensure that the Council's policies and procedures have been adhered to and to identify if anything has gone wrong.

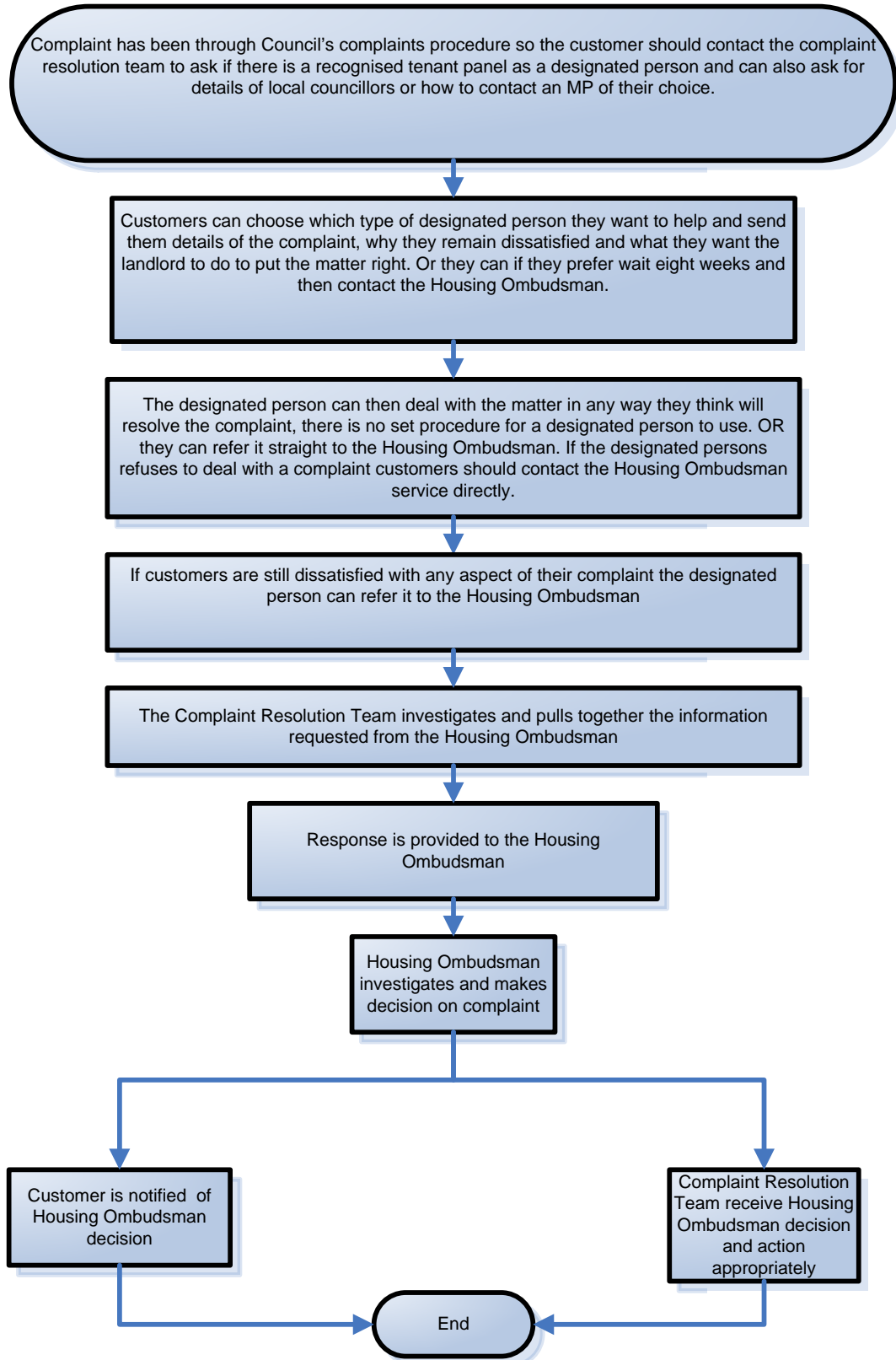
4.1 Stage two complaint investigation procedure flow chart



4.3 Ombudsman complaint investigation procedure flow chart



4.4 Housing Ombudsman complaint investigation procedure flow chart



5. Exceptions

- 5.1 Certain types of issues and complaints fall outside of the Council's corporate complaints policy and procedure because there are other processes more suitable for dealing with them, or because they are outside of the Council's control. These include:
- Matters of law or central government policy;
 - Complaints from staff about HR issues; including appointments, dismissals, pay, pensions and discipline. These are dealt with separately under the Council's HR policies and procedures;
 - Freedom of Information requests for reviews, or complaints about the decision, the information provided or how a request was handled. These are dealt with under a separate policy and procedure.
 - Commercial or contractual matters, for example contracts for the supply of goods and services to the Council. However, complaints about the negotiation of council leases, or the disposal of Council land should be dealt with through this policy and procedure, as such complaints are within the jurisdiction of the LGO;
 - Complaints where a customer or the Council has **started** legal proceedings but not where a customer has only threatened legal action;
 - Complaints that have already been decided by a court or independent tribunal should not be accepted but complaints about the implementation of a court or tribunal's decision should be investigated, for example the recovery of Council Tax after a Liability Order has been obtained;
 - Services for which there are alternative statutory appeal or tribunal processes, including:
 - Appeals against the refusal of planning permission or planning enforcement;
 - Appeals against statutory notices;
 - Parking appeals;
 - Complaints about 'registered' housing providers
 - School admission or exclusion appeals;
 - Special Educational Needs (SEN) Tribunals; and
 - Housing benefit appeals.

Where a customer is unhappy about the outcomes of their appeal or tribunal decision these have separate review procedures that remain outside of the Council's complaint policy and procedure

- 5.2 However, when a customer is unhappy about **the way that an appeal was handled**, for example a delay in preparing the Council's submission to the Housing Benefit Appeals Services, this should be dealt with under the Council's complaint policy and procedure.

- 5.3 If the complaint is about the attitude of staff when handling a planning application this falls under the Council's corporate complaint policy and procedure.
- 5.4 If in doubt, it should be recorded and investigated as a complaint. If it is decided not to accept the complaint, a customer should be given a clear explanation as to why and if possible, an alternative route should be given.
- 5.5 A judgement needs to be made on a case by case basis as to whether to look into the substance of anonymous complaints. When an anonymous complaint is made it will obviously not be possible for a response to be provided back to that customer.

6. Link with other policies and procedures

6.1 Complaints about the conduct of Councillors

- 6.1.1 The local authority ethics committee is responsible for considering complaints where a Member may have breached the Code of Conduct.
- 6.1.2 A complaint about the conduct of a Member of the London Borough of Croydon must be submitted in writing, via a letter or email, to:

Email: ethics@croydon.gov.uk

Write to:
(c/o Julie Belvir, Monitoring officer)
London Borough of Croydon
Democratic and legal services
Floor 4 – Zone Annexe G
Bernard Weatherill House
8 Mint Walk
Croydon CR0 1EA

6.2 Complaints about social care services

- 6.2.1 Different complaint procedures and time-scales apply to some complaints by users of the Council's social care services. These are dealt with under The Children Act 1989 Representations Procedure (England) Regulations 2006; and the Local Authority Social Services and National Health Services Complaints (England) Regulations 2009.

6.2.2 More information can be found on the Council's website:

Adult social care:

<http://www.croydon.gov.uk/democracy/feedback/complaint/acccomplaints>

Children's social care

<http://www.croydon.gov.uk/democracy/feedback/complaint/cssscomplaints>

6.3 Complaints about schools

6.3.1 Schools have their own complaints procedures and the Local Authority no longer has a role to play in investigating complaints. All schools are required to provide their Complaints Policy on their website and provide a paper copy on request.

6.3.2 Complaints about a school or a member of school staff should be made to the Head Teacher. Where a resolution is not found at this stage the complaint should be referred to the governing body. Complaints about the Head Teacher should be made to the Chair of Governors.

6.3.3 The contact details for schools in Croydon can be found via the following link:

<https://www.croydon.gov.uk/education/schools-new>

6.4 Complaints by persistent or vexatious customers

6.4.1 Croydon Council now has a separate policy and procedure as to how it manages customers who may be either persistent or vexatious. The link to this policy and procedure can be found at on our website.

6.5 Members and MP enquiries

6.5.1 Council Members and MPs can make a complaint on a customer's behalf under the corporate complaints procedure. However, if the matter raised does not come under the corporate procedure then Members and MPs can raise these issues as follows:

Council Members:

- Direct to the officer who deals with the specific subject of the complaint, e.g. council tax
- The relevant departmental complaint officer (DCO)

MPs:

- To the director of the service concerned
- To the chief Executive

6.5.2 These enquiries are referred to the relevant DCO or will be dealt with under the departmental Members' Enquiries procedure.

6.5.3 The response time for enquiries from Members or MPs is within ten days from receipt of the enquiry. If the complaint is urgent it may be fast tracked and a response sent sooner.

7. Contact information

7.1 For more help or information, customers and staff can contact the complaint resolution team.

Email: complaints@croydon.gov.uk

Telephone: 020 8726 6000 (ext.47015)

7.2 Contact details for the LGO are as follows:

Website: www.lgo.org.uk

Address:

Local Government Ombudsman
PO Box 4771
Coventry
CV4 0EH

Telephone: 0300 061 0614

Fax: 024 7682 0001

7.3 Contact details for the Housing Ombudsman Service are:

Website: www.housing-ombudsman.org.uk

Address:

Housing Ombudsman Service
81 Aldwych
London
WC2B 4HN

Telephone: 0300 111 3000

Fax: 020 7831 1942

Email : info@housing-ombudsman.org.uk

For general release

REPORT TO:	Scrutiny & Overview Committee 10th July 2018
SUBJECT:	Annual Complaints Report 2017/18
LEAD OFFICER:	Marion Leigh - Support Services Manager Clare Davies - Complaints Manager
CABINET MEMBER:	Councillor Simon Hall – Cabinet Member for Finance and Resources
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	Marion Leigh - Support Services Manager Clare Davies - Complaints Manager

ORIGIN OF ITEM:	The Annual Complaints report is submitted to the Scrutiny and Overview Committee to provide oversight of the Complaints process at Croydon Council.
BRIEF FOR THE COMMITTEE:	The Committee is asked to note the Annual Complaints report for 2017/18.

1. EXECUTIVE SUMMARY

- 1.1 This report provides a summary position of complaints, 2017/18 (01 April 2017 – 31 March 2018).

2. COMPLAINTS – HIGHLIGHTS/LOWLIGHTS DURING 2017/2018

- 2.1 The volume of corporate **Stage one complaints** has decreased. 2017/18 received 1490 stage one complaints which represents a decrease of 8% when compared to 2016/17 (1622 complaints received). (See 3).

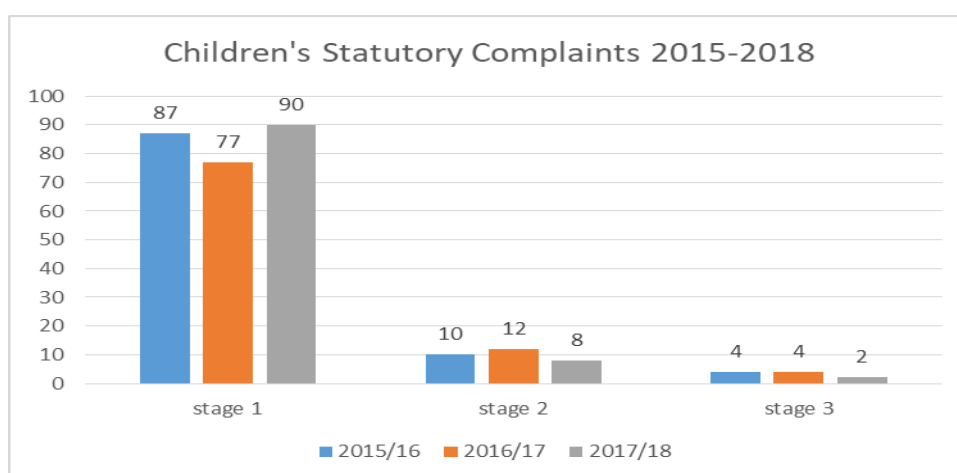
Total 2016-2018	2015-2016			2016-2017			2017-2018		
	Total	Upheld	In Sla	Total	Upheld	In Sla	Total	Upheld	In Sla
Corporate Complaint - Stage one	1143	452	791	1622	1282	1361	1490	1118	1309
Corporate Complaint - Stage two	100	100	32	138	56	39	127	49	50
Corporate Complaint - Ombudsman	66	23	46	76	26	47	73	22	50

- 2.2 **Stage one complaint** response times have improved. During 2017/18, 88% (1309 of 1490) were answered on time. Although this is below the corporate

target (90%) this represents an improvement of 4% when compared to 2016/17 when 84% (1361 of 1622) were answered on time.

- 2.3 The volume of corporate **Stage two complaints** has decreased by 8% (11 complaints). 2017/18 received 127 stage two complaints compared to 2016/17 received 138 stage two complaints.
- 2.4 **Stage two complaint** response times were below the corporate target. During 2017/18 39% (50 of 127 complaints) were answered on time. This is an 11% increase when compared to 2016/2017 when 28% (39 of 138) were answered on time.
- 2.5 The volume of corporate **Ombudsman complaints** has decreased by 3 complaints since 2016/2017.
- 2.6 A brief summary of the volumes of **Statutory Complaints** received during 2017/18 (*See appendix A Statutory Scrutiny for details*):

STATUTORY - Complaint Stage	2015/16	2016/17	2017/2018
Adult - Stage one	106	82	55
Child - Stage one	87	77	90
Child - Stage two	10	12	8
Child - Stage three	4	4	2



3. CORPORATE COMPLAINTS - STAGE ONE COMPLAINTS

3.1 The corporate target is to respond to 90% of complaints within 20 working days. These are responded to directly by each service.

3.2 The services with the highest volume of stage one complaints for 2017/18 were:

- Refuse & Recycling (237 complaints)
- Revenues (202 complaints)
- Benefits (126 complaints)
- Members & Resident Services-Repairs (132 complaints)
- Planning Applications (87 complaints)

The table below shows the stage one volumes received by the above teams:

Service team	2015/16	2016/17	2017/18
Refuse and street cleaning/ Recycling	315	215	237
Revenues	141	246	202
Members & resident services -Repairs	173	221	132
Benefits	73	179	126
Planning Applications	21	17	87

3.3 The **Refuse & Recycling, street cleansing and new garden waste** team received 237 stage one complaints during 2017/18. This represents a 14% decrease when compared to 2016/17 (271 complaints received).

3.4 The highest volume of complaints have been seen in April – June 2017 (69 complaints received) which reflected the launch of the Garden Waste Service. The main cause of complaints were due to delays in bin deliveries and subsequent delays in collections, due to technical issues with the system.

Contact across all channels remained high through this period whilst issues were resolved.

- 3.5 The next peak in complaints was seen in March 2018 (35 complaints received). This increase in complaints was due to a number of addresses of flats dropping off of the Veolia IT system when they upgraded their system as part of the move to the new South London Waste Partnership contract. Collections were being persistently missed and it was difficult for residents and staff to report online as addresses were not actually on the system. This was compounded by connectivity issues with our online services, as we moved more services to be integrated. This was resolved, and residents are able to report more issues, straight to the contractor.
- 3.6 We have also seen high contact and complaints due to the changes to garden waste service. There were no early incentives for signing up, and the new garden waste is now over a rolling year, which meant less residents had signed up early. To increase take up for the service, the Council sent out 14,000 emails to customers with info to increase uptake of the service, but the systems weren't always working to support this i.e. Echo was down on occasions throughout this period.
- 3.7 April 2018 saw the launch of the 2017/18 South London Waste Partnership which meant a change in street cleansing operations. The focus of the contract is for Veolia to maintain streets to a certain standard rather than sweep to a certain frequency, and we are seeing good progress on this. Collection services are due to go live in September 2018. The main changes for residents will be new containment solutions, as well as collection day changes to some 75% of households. To ensure they minimise dissatisfaction we will:
1. Work with the SLWP communications team to ensure correct and timely messaging is going out to customers.
 2. Ensure that our IT systems are fully integrated with Veolia's so that more proactive messaging can be utilised.
 3. Creating a more robust monitoring system for waste collection, akin to the work they have already done on street cleansing monitoring.

Members & Resident Services-Repairs

- 3.8 There has been a substantial reduction of 34% in complaints received during 2017/18 (132 complaints) compared to 221 complaints received in 2016/17. 51,304 jobs were completed and complaints as a percentage of jobs completed is 0.26%. 7 complaints escalated to stage 2 and 5 of these were upheld compared to 2 in 2016/17 and 1 upheld. The increase has been investigated and the service continues to include specific service improvements with its joint improvement plan with Axis. There was a slight reduction of 6% in compliments received during 2017/18 (33) compared to 35 received during 2016/17.

- 3.9 Of the 132 complaints logged, 111 of these are related to Axis service failures. Axis is responsible for a 34% reduction during 2017/18 compared to 2016/17 (168 complaints). There has been an improvement in heating related complaints which have reduced from 40 in 2016/17 to only 13 in 2017/18 and this represents a 67% reduction and this is despite the two spells of exceptionally cold weather.

Development Management – planning applications and appeals

- 3.10 Complaints have increased significantly within Development Management (625% in the last year). However the majority of the complaints have not been upheld (87%). They are mostly related to those seeking to overturn planning permission which would have been granted in accordance with planning policies and seeking to deliver more housing and intensifying development within the borough.
- 3.11 The team is being robust around decision making processes and how they justify development, where there is no maladministration found. They are also communicating and explaining the current policy position and the reasons why such schemes will be approached positively. In addition, they are now advising applicants as part of the complaints process, that this process is most unlikely to challenge the planning merits of a scheme or to modify the decision reached.
- 3.12 The team is also providing more details of policies and planning procedures on the web site and there has been a reduction in complaints about sole reliance on site notices to advertise planning applications. This has reduced complaints that neighbours did not see the notice or it had been removed before they had noticed the notification, so this is an improvement.

Revenues

- 3.13 Revenues stage 1 complaints have decreased by 18% this year, compared to last year (16/17) where 246 complaints were received against 202 received for 17/18.
- 3.14 33% of complaints received were in relation to recovery action, whereas for the previous year this was 42%. Although there has been a decrease in this area, the Council has agreed that those who can pay will pay, those who cannot pay will be supported to do so, and those who won't pay we will take a tough stance against.
- 3.15 70% of complaints have been upheld this year. The main reason for upheld complaints was due to recovery action, errors and this was compounded by delays in responses (i.e. errors or incorrect information being given) (59%). Delays tend to be seen during Q1 and Q3 and the run up to year end as the service prepare to issue 155k annual council tax bills.
- 3.16 The service continues to work on reducing their turnaround times in order to manage customer expectations; work has been done to implement our new target operating model which will help to manage demand better and improve

processing times. We are also looking at a better way to manage e-mail contact, as we have seen more customers choose to contact us this way.

3.17 In line with the councils new operating model, some key initiatives for the service next year will be:

- Closer working between Revenues and Gateway to support those needing help
- Financial Resilience strategy to ensure affordability is identified when making payment arrangements
- Greater focus on “one Croydon” approach so residents with multiple debts are not tackled in isolation.

Housing Benefits annual complaints

3.18 Benefits have seen a decrease in complaints over 17/18 where 126 complaints were received, compared to 179 in 2016/17 which is a 30% decrease.

3.19 Benefits have implemented a number of changes to help reduce complaint numbers. It has been identified that a number of complaints were due to customers receiving large, complex overpayment letters, which at times, weren't clear. A 100% check of all outbound contact sent by officers was carried out to ensure the information sent was accurate and clear for residents to understand.

3.20 Complaint trends and quality checks are being monitored and work is being done to ensure that current processes are up to date, feeding back any possible learning/skills gaps within the services to again drive complaints down further. Customer feedback is now actively monitored on e-mails, and improvements made where necessary.

3.21 Of those complaints that were upheld just over 57% were categorised as being due to assessment error, due to complexity of new claims. There is a focus on proactive and clear communication with regard to complex cases and where benefit adjustments mean that payments and entitlements frequently change.

3.22 Upheld stage one complaints:

54% of the stage one complaints received during 2017/18 were upheld.

79% of the stage one complaints received during 2016/17 were upheld.

3.23 Top 20 teams for Stage one complaints during 2017/18:

Service Team (by volume)	Total	Upheld	In SLA
Refuse & Recycling/ Street Cleaning	237	96%	98%
Revenues	202	83%	84%
Members & Resident Services (repairs)	132	83%	100%
Benefits	126	73%	90%
Planning Applications	87	13%	90%
Housing Mobility	42	100%	98%
Highways Network Maintenance	42	52%	95%
Contact Centre-Environmental	41	89%	93%
Homelessness Prevention	31	87%	90%
Housing Allocations	21	100%	95%
Corporate Debt Recovery	21	90%	86%
Child Protection & Proceedings	18	72%	50%
New Garden Waste Service	16	100%	100%
Tenancy East	15	73%	100%

NSO North East	15	93%	100%
Housing Allocations-Reactive	14	43%	86%
Tenancy South Central	14	86%	100%
Children in Need	12	75%	75%
Tenancy North	12	58%	83%

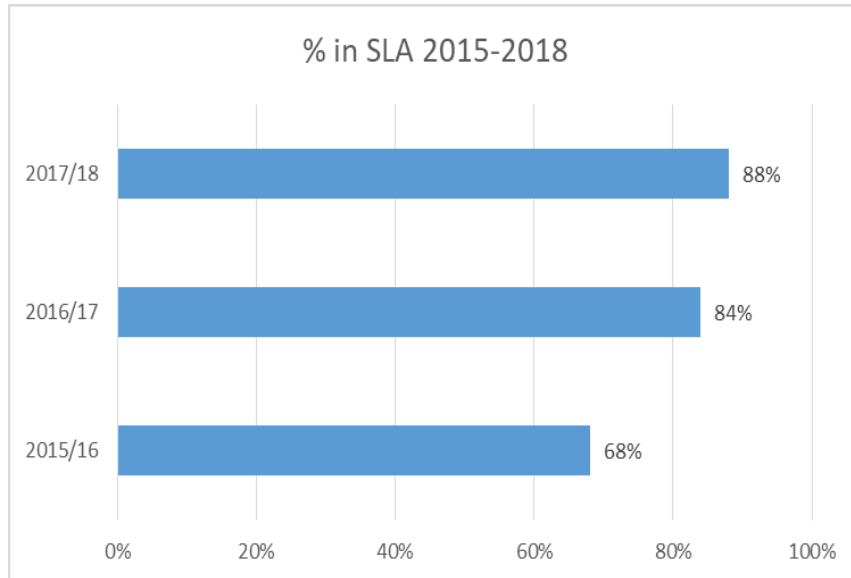
Stage one complaint response times:

3.24 Stage one complaint response times have improved by 4% in comparison to 2016/17.

3.25 Below is a year to date comparison with previous periods:

Year	2015/16	2016/17	2017/18
% responded in 20 days`	68%	84%	88%
	(1149 of 1332)	1361 of 1622)	(1309 of 1490)

(* 20 working days is the corporate SLA)



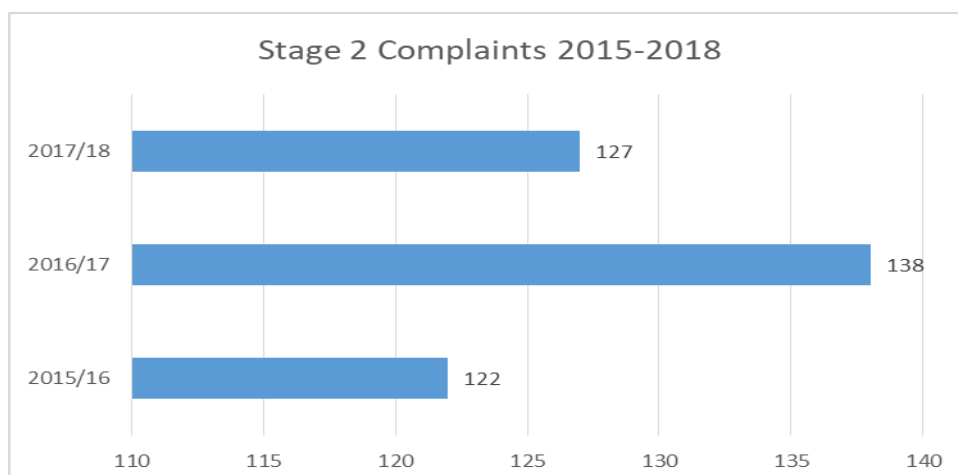
4. CORPORATE COMPLAINTS - STAGE TWO COMPLAINTS

4.1 The corporate target is to respond to 90% within target of 20 days.

4.2 The volume of corporate **Stage two complaints** has decreased. 2016/17 received 138 stage two complaints compared to 127 in 2017/18. Work will continue by CRT to reduce the number of complaints progressing from S1 to S2, by ensuring quality is of a high standard.

4.3 Below is a comparison with previous periods:

	2015/16	2016/17	2017/18
Number of stage two complaints received	122	138	127



4.4 The table below shows where the increases in stage two complaints have been seen when compared with 2016/17:

Team Name	Total 2016/17	Upheld	Total 2017/18	Upheld
Revenues	18	28%	27	56%
Members & Resident Services (repairs)	2	50%	7	71%
Planning Applications & Appeals	2	50%	7	29%
SEN - 0 to 16 years (Special Educational Needs)	5	40%	7	71%
Refuse and recycling	4	50%	6	33%
Highways Network Maintenance (Roads, Drainage and Structures)	5	40%	6	50%
Housing Allocations	2	50%	4	25%
Service charges	1	0%	2	50%

Upheld Stage two complaints:

4.5 39% (49 of 127) of the stage two complaints received during 2017/18 were upheld. This is compared to 41% in 2016/17 where 56 out of 138 in 2016/17. This represents a decrease of 2% being upheld.

Stage two complaint response times:

4.6 Stage two complaint response times below the target. During 2017/18, 39% (49 of 127 complaints) were answered on time. The corporate target is 90%. Although this is a concern, for comparison during 2016/17, 28% (39 of 138 complaints) were answered on time so there has been an 11% improvement in responding within SLA.

4.7 The complaints team has been re-structured and completed recruitment in June 2017. With a new structure in place, they have laid some key foundations over 17/18 with a focus on working with services to look at trends, and improvements arising from complaints. There has also been a focus on complaint handling and responses which will continue over 2018/19. Some of the key initiatives for 2018/19 to improve complaint handling and responses:

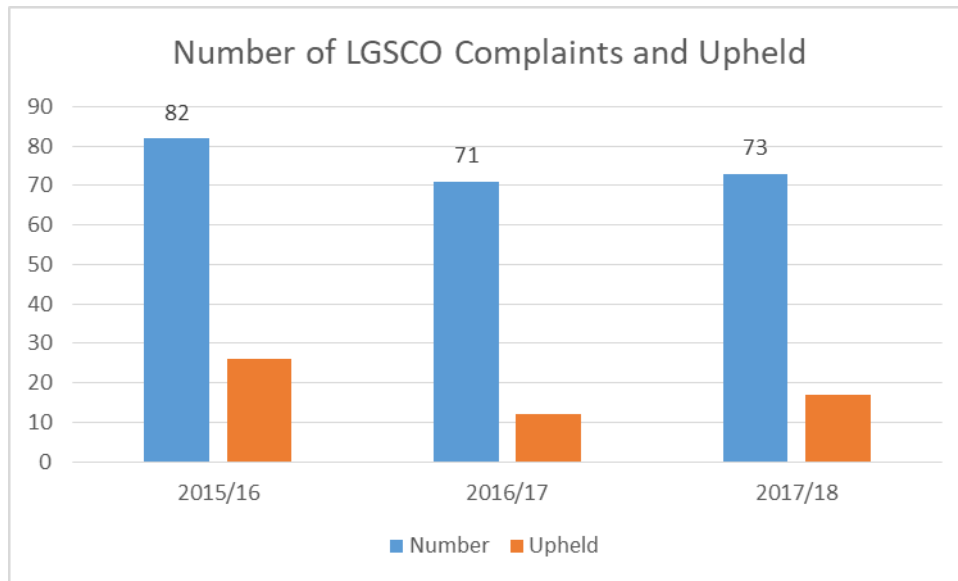
- Sample quality check on all stage 1 responses to check for quality and to ensure we are responding to all issues, preventing the customer needing to contact us again
- Monthly meetings with high volume complaint areas, reviewing Stage 1 responses, themes around complaints and actions to reduce complaints (focus on learning)
- Complaints training for all DCO's (departmental complaints officers) to offer support, letter writing tips and knowledge and insight into their roles and responsibilities
- Engagement with residents to gain insight around service improvements
- Working with Learning and Development to include complaints training & prevention as part of employee induction
- Publishing quarterly complaints reports on the Intranet, along with case studies arising from Local Government Ombudsman complaints and trends.

5. CORPORATE COMPLAINTS - OMBUDSMAN (LSGCO) COMPLAINTS

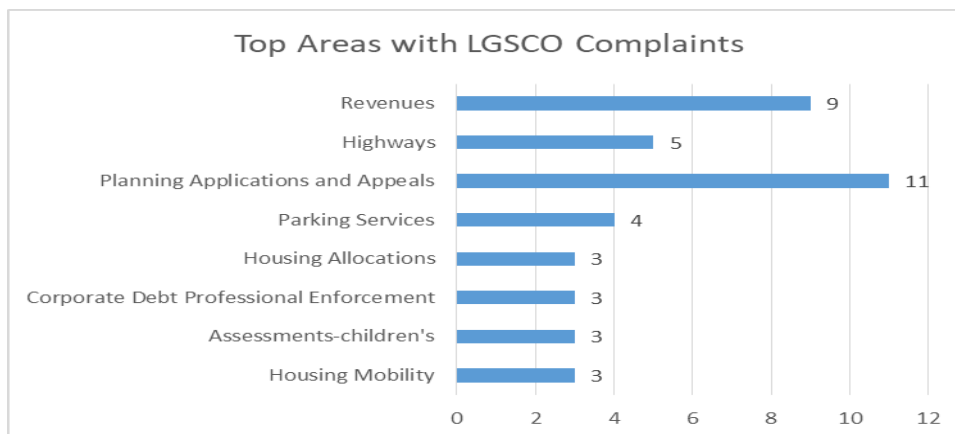
5.1 The corporate target is to reduce year on year 10% of upheld complaints.

5.2 The volume of corporate **Ombudsman complaints (Local Government & Social Care Ombudsman)** has increased slightly. 2016/17 received 71 Ombudsman complaints compared to 2017/18 (73 complaints). Below is a year to date comparison with previous periods:

	2015/16	2016/17	2017/18
Number of Ombudsman complaints received	82	71	73



5.3 Highest areas for Ombudsman complaints during 2017/18 (minimum of 2 cases received during the period):



Upheld Ombudsman complaints:

5.4 At the time of writing, 23% (17 of 73) of the Ombudsman complaints received during 2017/18 were upheld. This is compared to 17% (13 out of 76) in 2016/17. This validates having a two stage internal complaints process model where the second part is independent and ensures is robust corporate governance and resolution of complaint issues. There are some LGSCO complaints that are currently still under investigation and have no outcome.

(See appendix B LGO Scrutiny)

Top Teams for LGSCO complaints:

Team Name	Total 2016/17	Upheld	Total 2017/18	Upheld
Planning Applications & Appeals	9	0%	11	1
Revenues	6	50%	9	4
Highways	0	N/A	5	1
Parking (operations)	8	0%	4	0
Housing Mobility	4	50%	3	0
Assessments-children's	0	N/A	3	0
Corporate Debt	3	0%	3	1
Housing Allocations	0	N/A	3	1
Benefits	4	25%	1	1

5.5 Although the Revenues department continues to receive a large number of LGSCO escalations, the council strengthens its position in terms of debt collection, ensuring customers who can pay, do pay, and the same is true for the Corporate Debt team. Work has also been done to implement a new target operating model, which will help to manage demand better and improve processing times.

5.6 Planning continue to receive a large proportion of LGSCO complaints, due to the increasing development within the borough, which residents are continually challenging. Some of the Planning cases that escalate to the LGSCO are unable to be investigated, as there may be a separate appeals process. Only a small number are upheld however, with the theme showing that residents are unhappy about approved applications, with no fault being identified by the LGSCO of the Council's processes or procedures.

5.7 Parking (operations) had a 50% decrease from 8 complaints to 4 escalating to the LGO, which is an improvement compared to last year.

5.8 Benefits LGSCO complaints have reduced from 4 to 1, which is an improvement and complaint trends and quality checks are being monitored to ensure that current processes are up to date, feeding back any possible learning/skills gaps within the services to again drive complaints down further.

6. LGSCO UPHELD CASE STUDIES:

6.1 The below shows a selection of LGSCO upheld complaints across the Council, and the recommendations they have made for us to remedy the complaint. For all LGSCO complaints, please see Appendix B LGO Scrutiny.

Team Name	Complaint Summary	Recommendation
Resources	Mrs X has complained about how the Council has dealt with her council tax account. There is some fault as the Council did not respond to Mrs X's request for a corrected bill before enforcement agents visited. The Council has agreed to waive the fee Mrs X incurred because of this visit.	The Council has agreed to apologise to Mrs X for how it handled her complaint. It has also agreed to refund the extra charges she incurred as a result of the enforcement agent's visit to her home (£235). This action should be taken within one month of this decision.
Housing-Homelessness Prevention	The Council delayed reaching decisions on Miss X's homelessness applications. There was also a failure to consider the concerns raised about the interim accommodation the Council provided. The Council agreed make a payment to Miss X to remedy the injustice caused and to review her interim accommodation.	Within four weeks of my final decision the Council agreed to pay Miss X £450 to recognise the delay in deciding homelessness applications and the uncertainty that Miss X may have been offered an alternative, more appropriate property during this time. The Council also agreed to review Miss X's interim accommodation within four weeks of my decision.
Benefits	The Council made mistakes handling Miss X's council tax account. It has apologised for these mistakes. This is sufficient to remedy injustice caused to her. The Council reviewed Miss X's benefit entitlement, paid a refund and adjusted what she owed. There was no fault in how the Council sought to recover council tax from Miss X.	LGO have found evidence of fault by the Council causing Miss X injustice. The Council's subsequent actions have already remedied this injustice.
Planning Applications &	Mr and Mrs X complain about the Council's failure to protect them from	I have ended my investigation as the Council accepted my findings

Appeals	their neighbour's development. There was some fault in the way the Council dealt with the planning application, but we should not continue our investigation as the planning enforcement process is ongoing.	and recommendations. Mr and Mrs X may come back to the Ombudsman at the end of the Council's enforcement process or there is unreasonable delay.
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Appendices

Appendix A: Statutory Scrutiny

Appendix B: LGO Scrutiny

CONTACT OFFICER: Clare Davies - Complaints Manager

BACKGROUND DOCUMENTS: None

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Agenda Item 8

For general release

REPORT TO:	SCRUTINY AND OVERVIEW COMMITTEE 10 July 2018
SUBJECT:	SCRUTINY ANNUAL REPORT 2017/18
LEAD OFFICER:	Simon Trevaskis Senior Democratic Services & Governance Officer - Scrutiny
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	Councillor Sean Fitzsimons, Chair of the Scrutiny and Strategic Overview Committee
ORIGIN OF ITEM:	The Council's constitution requires the Scrutiny & Overview Committee to submit a Scrutiny Annual Report to Full Council
BRIEF FOR THE COMMITTEE:	To note the content of the 2017/18 Scrutiny Annual Report

1. SCRUTINY ANNUAL REPORT 2017/18

- 1.1 The Council's constitution requires the Scrutiny & Overview Committee to report regularly to ordinary meetings of the Council including the submission of an Annual Report on the work undertaken during the year.
- 1.2 The Scrutiny Annual Report for 2017/18 is attached to this report for the information of the Committee.
- 1.3 The Annual Report was presented to Full Council on 9 July 2018. The Annual Report will be produced for scrutiny members and external organisations that have contributed to scrutiny during the year.

2. RECOMMENDATIONS

- 2.1 The Committee is asked to note the report

CONTACT OFFICER: Simon Trevaskis – Senior Democratic Services & Governance Officer - Scrutiny
020 8726 6000 or simon.trevaskis@croydon.gov.uk

BACKGROUND DOCUMENTS: None

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Scrutiny

ANNUAL REPORT 2017-2018



A pair of magnifying glasses is shown, with the lens of the bottom one in focus. The lens contains the following text: HOUSING, VITALITY, TRANSPORT, BREXIT, SAFEGUARDING, and ROAD ACCIDENTS. The text is arranged in two columns, with 'HOUSING' and 'TRANSPORT' on the left, and 'VITALITY', 'BREXIT', 'SAFEGUARDING', and 'ROAD ACCIDENTS' on the right. The text is in a bold, sans-serif font and is slightly blurred, suggesting it is being viewed through the lens.

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1

INTRODUCTION BY THE CHAIR OF SCRUTINY, COUNCILLOR SEAN FITZSIMONS



Cllr Sean Fitzsimons

Chair of the Scrutiny and Overview Committee

I am happy to present this year's Annual Report which provides an overview of the key activities and achievements of Scrutiny in the past year. Members of the Scrutiny and Overview Committee and its Sub-Committees, myself included have been proactive in fulfilling the obligations set under the objectives of each Committee by ensuring that issues and topics brought forward were thoroughly examined in detail and led to recommendations for improvement.

As this is the final Annual Report of the 2014-18 municipal cycle it also presents an opportunity to reflect on the lessons learnt over the past four years and to consider possible improvements for the forthcoming 2018-2022 cycle. This is particularly pertinent in light of the House of Commons Communities and Local Government Select Committee report on Effectiveness of Local Authority Overview & Scrutiny Arrangements, which came out in December 2017, and to which I gave evidence at one of the witness sessions.

A varied portfolio of topics have been scrutinised with specific focus given to strategic issues arising during year. Most notably in September 2017 when an Ofsted report on the Council's Children's Services recommended that Scrutiny take an active role in ensuring that the other recommendations made were progressed as required. Given the enormity of this issue it has impacted upon our ability to scrutinise other areas originally planned in the work programme, but it was essential to provide reassurance that the other recommendations were being progressed.

Other topics investigated during the year included the Cycling Strategy, an update on future proposals for tram safety and outcome based commissioning. Scrutiny also called in two Cabinet key decisions, firstly the decision to roll out 20mph speed limits in zones 3, 4 & 5 and secondly the operational plans for the Fairfield Halls. The Committee and its Sub-Committees have held questions and answer sessions with all Cabinet Members on a wide range of areas relating to their portfolios with a view to both determining the effectiveness of the services within their remit and providing a level of accountability on the performance of these services on behalf of the community we serve.

We have worked and continue to work tirelessly to ensure the effectiveness of scrutiny actively working to build relationships with stakeholders, officers, local residents, neighbourhood associations, unions and other external agencies. We are also keen to promote

participation in our meetings and look to encourage the written submission of questions on topics where possible.

It was clear that Croydon's Scrutiny & Overview had its own lessons to learn from the last year, with the 2017 Ofsted Report on Croydon's Children Services highlighting that Scrutiny itself did not have a good line of sight over what was happening within the Service, and that it needed to work much harder to understand the performance of the Service. Looking forward, oversight of this Service will continue to be one of the key tasks for Scrutiny in the forthcoming year and will be led by the Children & Young People Scrutiny Sub-Committee.

Scrutiny and Croydon Council can also learn from the review carried out by the CLG House of Commons Select Committee. Not only does Croydon Council need to ensure that Scrutiny has Parity of Esteem with the Cabinet and the Executive, we also need to ensure that more backbench Councillors take an active and effective role within Scrutiny. This would mean rethinking the training needs of Councillors, with particular consideration needed on how to ensure that Councillors have the depth of knowledge required to give them a firm foundation to underpin their questioning of people and organisations. The third area in need of review was the process for ensuring that recommendations, when agreed, were carried out and that progress on implementation was reported back to Scrutiny. In doing so, it will help Scrutiny to evaluate its own effectiveness and provide the opportunity to learn lessons from what was reported back.

One of the other roles Scrutiny is to give voice to residents and service users in regards the services they receive. I continue to be heartened and proud of the level of interest scrutiny receives from the local community and hope that through the attendance of the public, who are warmly welcome to attend meetings, increased participation can be encouraged as it is vital to ensuring in-depth scrutiny at meetings, which have the power to influence decision making. This in turn will help to deliver real improvement in the quality of services and make a difference to the lives of people across the Borough.

Finally, I would like to extend my thanks to the Committee Members and Officers for their contribution at our meetings over the past year.

2

THE SCRUTINY YEAR 2017 /18 IN NUMBERS

30

Scrutiny meetings in Croydon

02

call-in meeting

61

recommendations made

05

meetings of Joint Health Overview and Scrutiny meetings at various locations in the capital

49

recommendations accepted

Over 40

issues scrutinised

Participation in scrutiny of approximately 26 residents, organisations and groups.



3

SCRUTINY AND OVERVIEW COMMITTEE



Cllr Sean Fitzsimons

Chair of the Scrutiny and Overview Committee

The Scrutiny and Overview Committee directs the performance of all overview and scrutiny functions at the Council, including the development of procedures governing the operation of both the Committee and its Sub-Committees. It also has responsibility for scrutinising crime and disorder matters and flood risk management within the borough. The Committee will consider any call-in of Cabinet decisions other than those relating to education matters, which are heard by the Children and Young People Scrutiny Sub-Committee.

You can view the agendas, reports and minutes of this committee by clicking on the link: www.croydon.gov.uk/meetings

During the discussion of this item, Members raised concerns about the method of consultation employed, as it appeared that it had not been consistent for residents in the different zones. Members also questioned whether all the objections received as part of the consultation had been appropriately addressed, as the impression was given that suggestions offered on alternative safety measures had not been given due consideration. The Committee was reassured that there had been a significant amount of work undertaken to publicise the consultation, with an extension granted to its length to allow for further public participation. It was also confirmed that all objections received had been considered, with it highlighted that the proposed limit was just one of a number of schemes being implemented to manage road safety.

After hearing evidence from residents, Councillors and Officers, the Committee resolved not to refer the decision back to Cabinet, which meant that the original decision could be implemented. Although it was recommended that a three year impact assessment should be undertaken to review the effect of the implementation of 20mph speed limit zones and that greater care should be taken in future to ensure that consultations were consistent across the borough.

Overview

This year, the Committee has scrutinised many of the challenges facing the borough including the need to deliver housing in accordance with the Local Plan, safety in the borough, reviewing 20mph proposals as well as the aftermath of the Ofsted inspection of Children’s Services.

Cabinet Decision on 20mph Speed Limits

On 24 May the Committee called in the Cabinet’s decision to roll out 20mph limits in zones 3, 4 and 5. The reason for this was to provide greater assurance to Members that the process had been administered equitably across the whole borough and to allow for further consideration to be given to the outcomes arising from the earlier implementation in zones 1 and 2, prior to the wider introduction across the rest of the borough.

Fairfield Halls

At the April meeting, the Committee considered a “call in” item on the future proposals for the Fairfield Halls and their delivery of its business model from its operators, BH Live. The reason for the call in was to allow Members to fully understand the reasons behind the decision on the new contract. A presentation outlining the process used to redevelop the site and a timeline for the delivery of the project was provided.

At the October meeting, the Committee was provided with a further update on the redevelopment of Croydon Fairfield Halls which had commenced in June 2017, with completion targeted for winter 2019. It was confirmed that the redevelopment work was being undertaken by Vinci Construction Ltd, with the delivery and vision for Fairfield Halls overseen by BH Live, who were a social enterprise specialising in leisure and event provision.



SCRUTINY AND OVERVIEW COMMITTEE

Members were impressed with the progress made to date at Fairfield Halls, with most of the demolition work already completed. The Committee also welcomed the vision of BH Live whose presentation covered a number of different areas including their engagement with the local community, hospitality, marketing as well as the operational work. It was agreed that the Committee would continue to monitor this project as it progressed.

The Proposed Budget

At the December meeting, the Cabinet Member for Finance and Treasury provided an update on a number of areas including the current status of the budget, the financial position of the Council and growth pressures and saving options for the 2018/19 Budget. It was advised that there were significant budgetary pressures within Adults and Children's Social Care and Children with Special Educational Needs (SEN) budgets, and as such Croydon Borough Council was doing more to promote commercialisation.

The Leader's Question and Answer Session

Also at the December meeting, the Leader of Croydon Council was in attendance to provide an update on the pressures and highlights of the year to date within the borough. These included:-

- the development of the Children's Improvement Plan for Children's Services following an Ofsted's Report;
- the Brick by Brick scheme to deliver affordable housing for local residents within the borough;
- the redevelopment of the Whitgift Centre, including plans to provide seven thousand new jobs;
- the provision of a new leisure centre in New Addington;
- the transformation of Fairfield Halls;
- new investment in Surrey Street;
- the huge commitment and success of Box Park;
- the multimillion private sector investment in the Legacy Centre in Whitehorse Lane that provided the opportunity for hundreds of young people to participate in educational fun filled activities;

- the Choose Your Future Campaign, which gave young people the opportunity to advise what they wanted in their community;
- extra resources for the "Don't Mess with Croydon" campaign that was aimed at tackling fly tipping and other environmental crimes, which had achieved significant results;
- air quality in Croydon - the borough wanted to improve the quality of the air, with proposals being developed to dramatically expand the tram network.

The Leader also confirmed that in the next four years the Council would be looking to drive better standards in health devolution, get more residents signed up with their GP and receiving services, investing in providing decent wages to staff working in Croydon and the notion of Fair Funding.

Community Safety

The Cabinet Member for Communities Safety and Justice attended the meeting on 6 March to answer questions about her Portfolio. During this item there were a number of questions focussed on community safety, youth crime and violence, which was particularly timely given a recent serious knife crime incident in the local community. It was confirmed that this area remained a priority within the Cabinet Member's Portfolio, with activities in this area focusing on addressing the underlying issues through further community engagement. This included working with schools, multi-agency working and working to secure more funding and resources for the borough. The Council was also working with partners on a multi-agency Serious Youth Violence Plan as part of the Local Strategic Partnership's (LSP) focus on young people. As a result the Committee requested that a representative from the LSP attend a future scrutiny meeting to discuss the Council's effectiveness in partnership working.

Members were pleased to note that within the wider community safety remit the Council had made progress in a number of different areas including the allocation of Section 106 funding to upgrade the borough's CCTV system, implementing tighter controls on drinking zones and upgrading the Domestic Violence Strategy.

4

CHILDREN AND YOUNG PEOPLE SCRUTINY SUB-COMMITTEE



Cllr Jan Buttinger

Chair of the Children and Young People Scrutiny Sub-Committee

The Children and Young People Scrutiny Sub-Committee scrutinises key issues affecting children and young people in the borough as well as the services provided by the Council and its partners. It has the power to scrutinise the functions of the Council as Local Education Authority and examine the Dedicated Schools Grant on a yearly basis.

You can view the agendas, reports and minutes of this Sub-Committee by clicking on the link: www.croydon.gov.uk/meetings

Members agreed that the effectiveness of the Children in Care Council for Croydon needed to be strengthened through broadening its profile to include Looked after Children. Suggested proposals for achieving this included the Youth Congress scheduled for July 2017 and providing Looked after Children with the opportunity to shape Corporate Parenting. Members agreed that it would be important to monitor this area of work as it progressed, with further reports due at the next Corporate Parenting Panel to evaluate progress made to date.

The Sub-Committee welcomed the desire of the Council to meet the aspirations of young people, including helping them in overcoming any barriers they may face. Work in this area included plans for the annual election of a Youth Mayor, to evolve the existing local youth forums into three Youth Councils (one for the North, East and South respectively) and a Youth Cabinet who would shadow Cabinet Members. The Sub-Committee agreed to recommend the allocation of a specific budget for youth engagement, which would include provision for the future work of the Youth Mayor.

Children’s Improvement Plan

At its meeting in September, the Sub-Committee discussed a range of issues arising from the Ofsted inspection of Children’s Services including the action required to implement the recommendations contained in the report. As a result an Improvement Board had been established and a Transitional Action Plan had been developed with the first area to be investigated “missing children”. Members agreed that an up to date version of the Improvement Plan would be considered at each meeting for the remainder of the municipal year. Members also requested that the Improvement Plan include a “Red, Amber, Green” status column to ensure that progress could be easily followed.

Overview

At the start of the Council year the work of the Sub-Committee focused predominantly on the Council’s response to education matters and looked after children. However, following the publication of the Ofsted inspection report of Children’s Services in September 2017 the key focus became the points raised in the report and the accompanying recommendations.

At the first meeting of the Sub-Committee in June 2017 a report was received from the Director of Education and Youth Engagement outlining plans to seek the views of the children and young people in Croydon on the future of the area, including the cultural regeneration of the Borough. Members were supportive of the proposal for the Council to seek to follow the principle of the UNICEF Rights of the Child Charter and the UNICEF “Child Friendly City” initiative which had successfully been adopted in other areas of the UK.



CHILDREN AND YOUNG PEOPLE SCRUTINY SUB-COMMITTEE

In addition further safeguarding training was provided for Members, on the needs of looked after children and the services provided. The Sub-Committee also agreed to organise learning and development visits for Members in order to gain further understanding of the issues involved.

Members were informed that a new Chair of the Safeguarding Children's Board had been appointed and there would be further restructuring within the Service to address issues raised in the Ofsted report. The Sub-Committee raised concerns about the general high turnover of social care staff and requested regular reports on the work being undertaken to address these concerns. As part of these regular reports information was provided on the action being taken to create a good working environment, which was reflected in the Ofsted visit in December 2017 which had noted an improvement in staff morale.

Members emphasised that the value of agency staff should be recognised, with agency staff able to provide additional insight from their experiences working at different local authorities. Members agreed to recommend the introduction of a dedicated staff satisfaction survey for Children's Services to ensure recruitment and retention issues were identified and addressed as needed.

The remaining meetings of 2017/18 focused on the progress made towards the completion of 24 improvement actions. This included an update on the reconfiguration of teams in order to meet the rising demand from referrals, which had increased by 30% in the last quarter of 2017, the adoption of the Strengthening Families' model and the partnership with Camden who would act as a mentor to Croydon to build on the Improvement Strategy.

The Children and Young People Sub-Committee acknowledged that Croydon was on a long term journey and stressed the importance of the Council and its partners working together to achieve the goals, which had been set, to transform the service and improve the lives of children in the local community.

Missing Children and Return Home Interviews

At its meeting in October 2017 the Sub-Committee started an investigation into the support provided for Missing Children in Croydon and their return home interviews, which was followed up throughout the remainder of the year.

At its final meeting the Sub-Committee recognised the progress made to date by officers and agreed that further updates would be needed to continue to assess the effectiveness of the work that was being carried out.

Education Quality and Standards

The Sub-Committee discussed the Education Quality and Standards report which was presented annually to Cabinet. It was confirmed that standards in early years, and KS4 progress were above national average. The Sub-Committee were also pleased to note that 90% of Croydon secondary schools were rated as good and 47% as outstanding by Ofsted, with almost 50% of pupils attending an outstanding school and 86% attending a good school. 86% of primary schools were rated good.

There had been an increase in the rate of permanent exclusions, particularly primary school exclusions, which presented a challenge to the team, who continued to work to reduce exclusions and provide support for pupil at risk of exclusion. A managed move protocol as used in secondary schools was being developed and trialled for primary schools.

Members acknowledged the hard work that had been carried out in this area which had resulted in improved performance in schools across the borough.

The Dedicated Schools Grant

At the 6 February 2018 meeting, the Sub-Committee was provided with information on the allocation of the Dedicated Schools Grant in the forthcoming year. Members noted that funding would be split into separate rates for primary and secondary schools and that the allocation for 2018/19 had increased by £10.3m from the previous year. Some schools had increased their funding and this was pleasing, but there were still some others which were dissatisfied.

Conclusion

The Children and Young People Sub-Committee have been involved in a huge amount of work over the past year and we look forward to monitoring the future activities in the forthcoming year.

5

HEALTH AND SOCIAL CARE SUB-COMMITTEE



Cllr Carole Bonner

Chair of the Health And Social Care Sub-Committee

The Health and Social Care Scrutiny Sub-Committee scrutinises the work of health trusts and social care services provided to adult residents of the borough. It also, in conjunction with neighbouring local authorities, investigates and respond to emerging health and social care issues and changes affecting more than one borough.

You can view the agendas, reports and minutes of this Sub-Committee by clicking on the link: www.croydon.gov.uk/meetings

Overview

The Health and Social Care Scrutiny Sub-Committee’s work programme for 2017/18 was varied and focus on a range of different issues including the bid for Dementia Friendly Croydon and Alliance and Outcome Based Commissioning. The Committee also scrutinised the Cabinet Member on the strengths weaknesses and challenges from the portfolio. In addition an annual report from the Director of Public Health and the South London & Maudsley NHS Foundation Trust (SLaM) annual report, provision was also made to provide comment on the Quality Accounts for both SLaM and Croydon NHS Trust.

The municipal year 2017/18 began with what would be a very busy and interesting year for the Sub-Committee. The work programme aimed to achieve a balance to scrutinise both areas of health and social care provision of services for the community and residents of Croydon.

At the first meeting of the year, the Sub-Committee received the draft quality accounts from Croydon NHS Trust and were encouraged by the progress made in making significant improvement to the quality of their services following a challenging year where they had been placed in special measures.

In particular the Trust’s continued commitment to engagement with patients, staff and the wider community received praise. Members noted the rise in individuals attending A&E with mental health issues and suggested that the trust work in partnership with SLaM to explore methods to address the presenting needs of patients. The draft SLaM quality accounts were also received which highlighted the significant increase in patient demand for services and urged the Trust to work to identify causes and trends in order to respond appropriately and manage the situation. Members raised concerns for staff welfare due to experiences of harassment including physical violence and requested a detailed response on measures to address these issues to be provided at the next quality account meeting,

The municipal year continues to be challenging for the health and social care sector of the borough with Members continuing to work hard to ensure engagement, strengthening relationships with partners whilst fulfilling its statutory obligation to assert the role and purpose of scrutiny.

At the July meeting, Members received an update on the work of the alliance for older adults and were provided with details on the Transformation Plan following the commencement with partners on a 10 year alliance agreement. It was agreed for a further meeting to take place later in the year to provide in-depth details on the Outcome Based Commissioning programme. The Sub-Committee was also presented with a draft plan which identified six areas for action in response to the National Suicide Prevention Strategy. Croydon has the 5th highest hospital admission rate for self-harm and in response. Croydon’s priorities to tackle the growing issue included joint working and building strong relationships with partners to ensure all services played a key role in identification, management and response to patients prior to and in crisis.

Members expressed a need for the Council to widen the range of stakeholder contribution to the strategy to include wider sectors of the community and for more to be done to improve awareness in the community.

5

HEALTH AND SOCIAL CARE SUB-COMMITTEE

At the November meeting the Outcome Based Commissioning review was presented to Members which highlighted the work that had been carried out in the initial 12 months of the programme. The Sub-Committee meeting was attended by one of the personal independence co-ordinators and a representative from Age Concern who were able to provide case studies detailing the person centred work that had been taking place. Members welcomed the opportunity to hear of the challenges as well as the successes of the multiagency support provision and recognised that the achievements to date was commendable.

The November meeting received a joint report from the London Ambulance Service, Croydon Clinical Commissioning Group, Croydon Council and Croydon Health Services with Members asked to review and consider the plans put in place by the services to address the upcoming winter pressures. The key challenge included patient flow and discharge, presentation of patients with mental health issues and ongoing workforce issues. In response to managing the pressures identified it was proposed that the delivery plans emphasis was on a strong joint working relationship. The use of physicians to supplement A&E consultants to manage the busy periods. Improved out of hospital care provisions through the recruitment of nurses in nursing homes and the advance block purchase of nursing beds to decrease hospital admission for patients with dementia. Additionally mental health nurses worked closely with local authorities to minimise impact of mental health patients on A&E services. Members recommended that increased communication with the community to encourage take up of vaccines would also potentially alleviate the pressures faced.

The December meeting detailed the work that was being carried out to establish Croydon as a Dementia Friendly Borough. The formal launch of Dementia Friendly Croydon was planned for March 2018. Awareness was being raised through engagement with partners, encouraging businesses and the wider community involvement. Suggestions were made for further awareness to be raised through working with third sector community groups including the Croydon Neighbourhood Care Organisation and engagement with operators such as Fairfield and New Addington Bid. Members welcomed the aspirations and drive of officers to take action on dementia and promote the borough to become dementia friendly.

Other areas scrutinised by the Sub-Committee included updates on the activities and progress made by the Croydon Safeguarding Adults Board to in bed the six principles of safeguarding.

The Director of Public Health Annual Report was also presented to the Sub-Committee, its intent was to be informative and purposeful. Members acknowledged that the report was good and contained information that would be of use in their respective wards.

The year ended with scrutiny of the annual report from South London and Maudsley NHS Foundation Trust. Members were interested to learn what the new structure meant for Croydon. The new structure aimed to deliver a population based way of working with borough specific targeted services which the objective of improved patient care and experiences. Members looked forward to an update in the coming year as to how this was progressing. Concerns were raised regarding the allocation of funding for Croydon which although it had the largest population, remained low and had done historically. Officers stated that they were working to maintain improvements with the funding allocated. Members were encouraged that one of the key priorities remained addressing issues with recruitment and retention and would be focusing on issues of disparity and the under representation of women and black and minority ethnic people in management roles.

Joint Health Overview Scrutiny Committee

At the September meeting, the Sub-Committee formally appointed two Committee Members to represent Croydon on the South East London Joint Health and Overview Committee with Lambeth Lewisham and Southwark. The JHOSC was established to scrutinise the proposals from SLaM and their commissioners to change acute in-patient care provision through the designation of separate wards according to varying mental health needs. In order to improve outcomes the Trust proposed the reconfiguration of the unit's provision to be tailored to specific needs of patients. Following a meeting in November to consider the proposals, it was agreed that patients would benefit from receiving treatment by specialist staff in specialised wards. It was also agreed for a 12 months review following implementation of the plans.

The Chair of Croydon's Health Scrutiny Sub-Committee continued to chair the South West London JHOSC which scrutinises the Sustainability and Transformation programme. The focus of the meetings had been on the realignment of services.

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STREETS ENVIRONMENT AND HOMES SUB-COMMITTEE



Cllr Sean Fitzsimons

Chair of the Streets Environment and Homes Sub-Committee

The Streets, Environment and Homes Scrutiny Sub-Committee has a broad remit. It investigates services and issues relating to housing, public and private transport, Croydon’s highways, waste management and environmental issues. In all its work, the Sub-Committee seeks to promote sustainability and to promote the health and wellbeing of Croydon’s residents.

You can view the agendas, reports and minutes of this sub-committee by clicking on the link: www.croydon.gov.uk/meetings

Overview

From the beginning of the year the Sub-Committee identified its areas of focus as being the Croydon Cycling Strategy, the South London Waste Partnership, and the Croydon Trams following the incident in November 2016. The Sub-Committee’s work programme also evolved in response to emerging areas of work such as the Supplementary Planning Guidance on housing in the suburbs, and the Fiveways improvement consultation.

Through the work of the Streets, Environment and Homes Scrutiny Sub-Committee, recommendations were made on a range of topics important to the residents of Croydon, such as the performance of the waste contractor, Veolia, and improvements to cycling provisions in the borough. The safety of residents was also of paramount importance to the Sub-Committee when considering options to improve the Fiveways junction in Waddon for pedestrians, cyclists and motorists, and when scrutinising the lessons learnt following the tram incident and future plans for the tram network.

13 June – Cycling Strategy

The Sub-Committee began the municipal year considering the draft Croydon Cycling Strategy that was due to cover the next twenty years. Guests from Wheels for Wellbeing, Bikeability and Croydon Cycling Campaign attended and provided the Members with a broader overview of cycling in Croydon, along with suggested improvements that could be made to encourage higher levels of cycling.

The Sub-Committee was informed that Croydon had been identified by Transport for London (TfL) as having the highest opportunity for increasing cycling levels in the capital and that the borough had the second lowest level of bike ownership in London. These areas were identified as areas of focus, as while it was noted the topography of the borough made cycling challenging e-bikes were an option to assist those keen to cycle more.

The Director of Public Health noted that there were a number of health benefits associated with cycling, including improved rates of breast cancer recovery and reducing the effects of dementia, and that it was important to change the focus of national discussion away from the perceived risks associated with cycling.

A number of recommendations were made by the Sub-Committee including; that a greater emphasis be given to the health benefits associated with increased levels of cycling and a promotional campaigns to increase awareness of e-bikes and increasing availability. Members further recommended that all schools in the borough should be encouraged to participate in the Bikeability scheme to increase number of young people cycling, and that the park byelaws be reviewed to ensure the right balance be found between ensuring the enjoyment of the park for all while encouraging healthy and safe exercise, such as cycling.



STREETS ENVIRONMENT AND HOMES SUB-COMMITTEE

12 September – Fiveways and Public Realm

The Sub-Committee in September focused on the TfL design proposals for Fiveways and Croydon's Growth Zone's Proposed Five Year Public Realm Programme. The Deputy Cabinet Member informed the Sub-Committee of the issues facing Fiveways, with delays for motorists and dangerous conditions for cyclists, pedestrians and motorcyclists. Members agreed with the TfL consultation that if unaddressed these issues would continue to worsen.

Some residents were concerned about the proposed plans, particularly in regards to the provisions made for cyclists and increased air pollution. Residents were also concerned about conflict between cyclists and pedestrians especially on the North/South route, as this did not include dedicated cycle provisions. Members agreed the scheme should be reviewed to reduce the potential for conflict and that cycle lanes on Epsom Road should be altered to have both cycle lanes on the station side to increase cyclists' safety, with a dedicated cycle lane running North/South between Fiveways and Epsom Road.

Overall, Members were supportive of the aims of TfL consultation but recommended that the proposals were amended to make sure the needs of local residents, pedestrians and cyclists were better taken into account, and furthermore, to make sure disability groups were approached to ensure the plans were fully accessible.

The Director of Growth provided the Sub-Committee with an outline of the Growth Zone scheme, focusing on wellbeing, culture and financial benefit. The Interim Head of Spatial Planning informed the Sub-Committee that evidence showed that the quality of the public realm directly influenced the decisions of investors, and thus had a financial impact on the borough, and on the business rates that could be achieved. The Creative Director informed the Sub-Committee that public realm had also an impact on cultural regeneration and that culture could change the character of a space, animating it or making it feel safer. Members endorsed these principles and were positive that the scheme aimed towards a greater provision of public realm, and increased levels of walking and cycling which would facilitate in the changing perception of Croydon.

The Sub-Committee agreed that greater clarity was needed in the Engagement Programme, particularly in relation to the aims and limitations of the project, to ensure residents were aware of what could be achieved.

Officers also reflected that this was true of local and borough-wide businesses, and that it was important that a communication strategy was developed that would engage with these businesses. Members resolved again to make sure that those with disabilities were considered in these schemes.

7 November – Cabinet Member Question Time (CGC) and SLWP

In November the Sub-Committee received a presentation from the Cabinet Member for Clean Green Croydon, who outlined the ambition for Croydon to lead the way on innovation, service delivery and enforcement. The new contract with Veolia covering the South London Waste Partnership was also discussed and Members were informed on the upcoming changes to the service.

Members were informed on the number of residents reporting incidents of flytipping through the MyCroydon app. It was noted that better IT integration between Veolia and Council systems was needed to inform residents when reports had been addressed. Members recognised that there had already been two years of work to this end, but that continued work was required. Members resolved to stay updated on the ongoing work integrating the IT systems and asked to be informed of any issues encountered in delivering this.

Members were further informed that the new waste contract included an improved target for clearing fly tipping; from 48 hours to 24 hours, and that maps of flytipping hotspots had been drawn up in an effort to direct covert surveillance. Members welcomed the news that the 2016/17 figures showed there had been a 4% decrease in reports of flytipping generally and resolved that the communications strategy for the new bin collections and street cleaning be carefully planned to further support this. It was suggested that a national campaign may be required around flytipping, with more resources made available to local councils in order to ensure a minimum statutory service.



STREETS ENVIRONMENT AND HOMES SUB-COMMITTEE

The importance of resident involvement with keeping Croydon clean was also noted, with the 120 Don't Mess with Croydon clean up events and the 300 Street Champions being highlighted. Members were informed that there had been a largely positive response from residents groups to the new contract and there remained an eagerness to see efficiency savings being put back into improving waste services.

Changes to the Veolia service were also discussed, including the reduction of agency staff and the use of different coloured bags to distinguish between residential and commercial waste. Furthermore, tablets had been installed in each collection vehicle which learnt the route used by crews and required assisted collections to be confirmed as having taken place. Members noted the struggles in delivering a consistent service to the Sutton area and were assured that lessons had been learnt going forward for the whole South London Waste Partnership. Members resolved to have the KPIs for the new contract made available, so that the expected standards of service could be better understood and analysed. It was also agreed that an update on contract delivery be brought to the Sub-Committee in a year.

23 January – Evolution of the Suburbs Supplementary Planning Document

The 23 January meeting featured an item on the proposed supplementary planning document and Members were given a presentation on the planning document to enable input and recommendations from the Sub-Committee.

The Sub-Committee welcomed the proposal for a document that would act as a guidance for development of specific areas and was clear on aspects of the document that required further clarity to ensure that developers would be clear on what can be achieved and how effectively balance the use of space.

Members were pleased that Croydon was leading the way ahead of other Local Authorities in the development of the supplementary planning document as a reaction to working to meet the demands of London's growth, and deliver a guidance on how sustainable growth of the suburbs can be achieved, in order to deliver on the target of new homes as set in the emerging Croydon Local Plan.

Members stressed the need for the involvement of stakeholders such as Transport for London in order to ensure that policies on transport are developed in line with the supplementary planning document. This was due to the recognition that transport policy would have an impact on the Local Plan.

Following discussions, a number of recommendations were made including a thorough consultation period involving residents, small business forums and housing associations. It was further recommended that the document to be clear on its terms, design policies and for strong enforcement of any conditions placed on developments.



STREETS ENVIRONMENT AND HOMES SUB-COMMITTEE

20 February – Cabinet Member Question Time Transport and Environment

Councillor Stuart King the Cabinet Member attended the 20 February meeting for a Question Time session on his portfolio.

Members were encouraged to hear of many of the successes had included direct work, consultation and involvement of the community in various projects including the successful play street initiative, the implementation of a 5 year plan on Air Quality Control following the successful air quality summit that resulted in over 600 participants. Members were pleased with the involvement of residents in tackling issues and development of their borough.

The meeting provided an opportunity to scrutinise the challenges and the delivery of priorities as stated by the Cabinet member in order to ensure that the priorities highlighted were in line with what the community deemed was of most importance to them and to ensure continued involvement with residents. Following extensive questioning, Members concluded that information be circulated in relations to some of the priorities highlighted such as electric points for disabled cars, schools travel plans and revised cross-over policy document.

20 March – Trams Update

The 20 March meeting of the Sub-Committee focused on Tram safety following the aftermath of the tragic tram incident in 2017 and future proposals for the network. Transport for London attended to provide a presentation on lessons learnt and the measures that had been implemented as preventative measures.

The impact of the incident had a long lasting effect on the community and it was noted that TFL has awarded 150k for support to the wider community following extensive work by the Director of Public Health on proposals for this support to be made available to the people of New Addington.

Members were keen to seek clarification on some of the measures that had been introduced such as reduction of speeds levels, additional digital speed signage and the in-cab driver protection device survey. TfL was clear that the in-cab protection device which acts as an alert for developing issues on a tram was still in a trial period but the initial results were satisfactory. Continued work was being carried out on safety of trams and development of other strategies to ensure safety of passengers on the network. The Sub-Committee acknowledged that the Trams network is central to the infrastructure of the borough and would continue to work with TFL to ensure that appropriate measure are continuously sought until a risk free tram system is devised.

The Sub-Committee was provided with an update on TFLs upgrade strategy for the network work which included an analysis of passenger volumes and review of opportunities to improve operations in order to making the network more efficient. Proposals each phase of plans for growth was outlined.

Members had difficulty determining TFL's future priorities and suggested advance collaboration to take place between TFL and the Council on future recommendations and changes to the network. Operators were also requested to attend future meetings to update on the safety measures put in place for the network in order to provide reassurance whilst longer term measures of safety were being explored.

Scrutiny

ANNUAL REPORT

2017-2018

For general release

REPORT TO:	SCRUTINY AND OVERVIEW COMMITTEE 10th July 2018
SUBJECT:	WORK PROGRAMME 2018-19
LEAD OFFICER:	Simon Trevaskis Senior Democratic Services & Governance Officer - Scrutiny

ORIGIN OF ITEM:	The Council's Constitution requires the Scrutiny and Overview Committee to agree the scrutiny work programme for the municipal year.
PURPOSE:	To agree the scrutiny work programme for future meetings.

1. EXECUTIVE SUMMARY

- 1.1 The Scrutiny and Overview Committee has a constitutional responsibility to set its work programme at its first full meeting after Annual Council each year.

2. PRINCIPLES OF EFFECTIVE SCRUTINY

- 2.1 Before setting the initial Work Programme for the Scrutiny and Overview Committee and its three Sub-Committees (Children & Young People, Health & Social Care and Streets, Environment & Housing), it is worth revisiting the principles for scrutiny. There are a number of factors that contribute towards delivering effective scrutiny, the Centre for Public Scrutiny has set out the four principles of what it considered to be good scrutiny, in that it should:
- Provide a constructive “critical friend” challenge;
 - Amplify the voices and concerns of the public;
 - Be led by independent people who take responsibility for their role;
 - Drive improvement in public services.
- 2.2 For scrutiny to be effective it needs to be seen as a ‘critical friend’ and it is important to identify where decisions could be improved and how to prevent mistakes being made or repeated. However, the focus should be on forward thinking and making positive change, rather than apportioning blame and focusing on the negatives. In doing so it will lead to both positive and constructive relationships between scrutiny, councillors and officers. In order to be successful scrutiny also relies on the following conditions:

2.3 Effective Work Programming

Scrutiny work programming is at its most effective when there are clear criteria for the selection of subjects and agenda items.

2.4 Positive attitude of the Council Cabinet and Council Officers

Scrutiny works best when the Council's Cabinet views it in a positive light and as an opportunity to improve Council performance. Scrutiny's effectiveness will be reduced if the Cabinet sees it as aggressively critical, which will lead to defensive behaviour and make it increasingly difficult for Scrutiny to influence change. Similarly, Scrutiny will be more effective if council officers are willing to provide information and assistance when required. Ideally officers should see Scrutiny as an essential partner in improving services, where non-Cabinet Councillors can help them to better understand local people and make robust judgements about priorities.

2.5 Positive attitude of Scrutiny Councillors

Scrutiny Councillors need to be committed to making the function work and to developing the conditions necessary for working effectively with the Council's Cabinet and officers, and any other relevant partner organisations. It is also important that Scrutiny is seen as impartial and stays separate from party politics. However, Scrutiny work includes looking at issues that are locally politically contentious and high profile, and as such an element of political disagreement is inevitable. It should also be recognised that greater weight can be given to Scrutiny recommendations agreed by the whole Committee, rather than those agreed along party political lines. The challenge for Scrutiny Councillors is to use their political skills and understanding of the needs of local people to shape the discussions, while not acting in a party political manner or using the discussions to further party political objectives.

3. LEGISLATION

3.1 Overview and Scrutiny Committees were established in authorities by the Local Government Act 2000 and intended as a counterweight to the new executive structures created by that Act (elected mayors or leaders and cabinets). It was envisioned that their role would be to develop and review policy and make recommendations to the Council. The main legislative provisions for Overview and Scrutiny Committees for England can now be found in the Localism Act 2011, which consolidated many of the subsequent legislative changes introduced since 2000.

3.2 As well as powers to scrutinise internal performance, Scrutiny also has powers to scrutinise other public bodies, with specific legislation relating to the scrutiny of Health Services (the Local Authority (Public Health, Health and Well-Being Boards and Health Scrutiny) Regulations 2013) and Crime and Disorder matters (Police and Justice Act 2006).

3.3 The provision for 'health scrutiny' of health bodies and authorities at Croydon is overseen by the Health and Social Care Sub-Committee. The Chairman and Vice-

Chairman of the Sub-Committee also represent the Council on the Joint Health Overview and Scrutiny Committee, and provide regular updates to the Sub-Committee on its work. As part of the powers relating to health scrutiny the Sub-Committee can require members or officers of local health bodies to provide information and to attend meetings to answer questions.

- 3.4 The provision of a 'crime and disorder committee' is mandatory and at Croydon this function is delegated to the main Scrutiny and Overview Committee. Arising from this, the Committee has the power to ask local community safety partners for information, request that those partners attend meetings (given reasonable notice) and require that those partners consider recommendations submitted to them.

4. EFFECTIVENESS OF LOCAL AUTHORITY OVERVIEW AND SCRUTINY COMMITTEES

4.1 In December 2017 the House of Commons Communities and Local Government Select Committee presented its report on the Effectiveness of Local Authority Overview and Scrutiny Committees. The report highlighted a number of proposed recommendations for improvements in local authority scrutiny for the Government to consider. As a result updated guidance for local authorities will be produced later in the year and any resulting changes to scrutiny process will need to be implemented as required.

4.2 Highlights from the report include promoting the independence of Scrutiny, improving the parity of esteem for Scrutiny and promoting the importance of the involvement of the public and service users in scrutiny reviews.

5. WORK PROGRAMME 2018-19

- 5.1 The Scrutiny Procedure Rules (extracted from the Constitution) state that:

“6.1. The Scrutiny and Overview Committee shall be responsible for setting its own work programme and the initial work programme of its Sub- Committees.

6.2. A balanced work programme should be developed including pre- and post-decision scrutiny, monitoring and external scrutiny. As far as reasonably practicable, there should be wide consultation on the work programme with Councillors, Chief Officers, external agencies and the wider community prior to its consideration by the Scrutiny and Overview Committee.

6.3. The Scrutiny and Overview Committee will oversee Sub-Committee workloads, having regard to the available officer and other resources.”

- 5.2 The Scrutiny and Overview Committee Work Programme 2018-19 (attached as Appendix A) sets out a programme of work which focuses on a number of different strands including ongoing item such as the Children's Improvement Plan and Community Safety, while also responding to issues important to the local community such a rail transport provision and affordable housing need.

- 5.3 It is also recognised that training is essential to equip Members with the right skills and understanding to scrutinise subjects in detail. To achieve that

learning and development sessions have been organised in place of the first meetings of both Children & Young People and Health & Social Care Sub-Committees, to familiarise Members with the subject matter and provide an overview statutory processes involved in these committees. Other Learning and Development sessions will be organised for Members during the year as required.

6. RECOMMENDATIONS TO THE SCRUTINY AND OVERVIEW COMMITTEE

6.1 Members are asked to agree the Work Programme.

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APPENDIX A:

Scrutiny and Overview Work
Programme 2017/18

BACKGROUND DOCUMENTS:

None

Scrutiny Work Programme 2018/19

Scrutiny & Overview Committee

Meeting Date	Item
10 July 2018	<ul style="list-style-type: none">- Leader Q & A (S)- Medium Term Financial Strategy- Scrutiny Annual Report (S)
4 Sept 2018	<ul style="list-style-type: none">- Update on new Operational Model- Staffing Update (Recruitment & Retention)
30 October 18	<ul style="list-style-type: none">- Finance and Resources Q & A (S)
11 December 18	<ul style="list-style-type: none">- Culture, Leisure & Sport Q & A (S)- Fairfield Halls Update
14 January 19	<ul style="list-style-type: none">- Leader Q & A (S)- Budget 19/20 (S)
5 March 19	<ul style="list-style-type: none">- Safer Croydon & Communities Q&A (S)- Community Safety Strategy (S)- Crime & Disorder Partnership (S)
30 April 19	<ul style="list-style-type: none">- Economy & Jobs Q & A (S)- Brexit Impact

Children & Young People Sub-Committee

Meeting Date	Item
19 June 18	- Learning & Development Session
18 September 18	<ul style="list-style-type: none"> - Children's Improvement Plan Update (S) - Early Help Strategy Children's - Safeguarding Board Annual Report (S)
27 November 18	<ul style="list-style-type: none"> - Children's Improvement Plan Update (S) - Academies – Engagement & Scrutiny of performance. - Special Educational Needs Review
5 February 19	<ul style="list-style-type: none"> - Children, Young People & Learning Q & A (S) - Education Budget (S) - Education Standards (S)
12 March 2019	<ul style="list-style-type: none"> - Children's Improvement Plan Update (S) - Children's Social Care Annual Report (S)

Health and Social Care Sub-Committee

Meeting Date	Item
3 July 18	- Learning & Development Session
25 September 18	- Healthwatch (S) - Joint Health Overview & Scrutiny Committee (JHOSC) Update (S)
20 November 18	- Healthwatch (S) - JHOSC Update (S)
18 December 18	- Healthwatch (S) - JHOSC Update (S)
12 March 2019	- Families, Health & Social Care Q & A (S) - Annual Report of the Director of Public Health (S) - SLaM - Health Devolution - Healthwatch (S) - JHOSC Update (S)

The Committee has a statutory role to Scrutinise:

CCG

Health & Wellbeing Board

Local health service providers

Public Health

Streets, Environment and Homes Sub-Committee

Meeting Date	Item
26 June 18	- Network Rail – New Timetable
11 September 18	- Review of Social Housing Providers, to include:- <ol style="list-style-type: none"> 1. Housing Solutions 2. Registered Social Landlords
6 November 18	- Clean Green Croydon Q and A (S) - South London Waste Partnership
22 January 19	- Homes & Gateway Services Q and A (S) - Brick by Brick
19 February	- Environments, Transport & Regeneration Q & A (S)
19 March 19	- Housing Review, to include:- <ol style="list-style-type: none"> 1. Private Landlord Licensing 2. Permitted Development – Impact 3. Benefits & Income issues for Private Tenants