



**CABINET
AGENDA**
for the meeting
on
18 October 2021 at
6.30 pm

To: Croydon Cabinet Members:

Councillor Hamida Ali, Leader of the Council
Councillor Stuart King, Deputy Leader (Statutory) and Cabinet Member for Croydon Renewal
Councillor Muhammad Ali, Cabinet Member for Sustainable Croydon
Councillor Janet Campbell, Cabinet Member for Families, Health & Social Care
Councillor Alisa Flemming, Cabinet Member for Children, Young People & Learning
Councillor Patricia Hay-Justice, Cabinet Member for Homes
Councillor Oliver Lewis, Cabinet Member for Culture & Regeneration
Councillor Manju Shahul-Hameed, Cabinet Member for Communities, Safety and Business Recovery
Councillor Callton Young OBE, Cabinet Member for Resources & Financial Governance

Invited participants:
All other Members of the Council

A meeting of the **CABINET** which you are hereby summoned to attend, will be held on **Monday, 18 October 2021** at **6.30 pm** in **Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**

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

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8 October 2021

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<https://webcasting.croydon.gov.uk/croydon/meetings/13407>

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If you require any assistance, please contact Victoria Lower 020 8726 6000 x14773 as detailed above.

AGENDA – PART A

1. Apologies for Absence

2. Minutes of the previous meeting (Pages 7 - 68)

To approve the minutes of the meetings held on 12 July 2021, 26 July 2021 and 16 August 2021 as accurate records.

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. Property Disposal Update as part of the Interim Asset Disposal Strategy (Pages 69 - 92)

Cabinet Member: Cabinet Member for Resources & Financial Governance, Councillor Callton Young
Officer: Interim Executive Director Place, Sarah Hayward
Key decision: yes

6. Council Tax Support Scheme Review (Pages 93 - 106)

Cabinet Member: Cabinet Member for Croydon Renewal, Councillor Stuart King and Cabinet Member for Resources & Financial Governance, Councillor Callton Young
Officer: Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive, Richard Ennis
Key decision: no

7. **Consultation on the Closure of Purley Leisure Centre** (Pages 107 - 288)
Cabinet Member: Cabinet Member for Culture & Regeneration, Councillor Oliver Lewis
Officer: Interim Executive Director Place, Sarah Hayward
Key decision: no
8. **Report in the Public Interest Action Plan - Quarter 2** (Pages 289 - 378)
Cabinet Member: Leader of the Council, Councillor Hamida Ali
Officer: Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive, Richard Ennis
Key decision: no
9. **Financial Performance Report - Month 5 (August 2021)** (Pages 379 - 430)
Cabinet Member: Cabinet Member for Croydon Renewal, Councillor Stuart King and Cabinet Member for Resources & Financial Governance, Councillor Callton Young
Officer: Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive, Richard Ennis
Key decision: no
10. **Finance, Performance & Risk performance report (Croydon Renewal and Improvement Plan)** (Pages 431 - 488)
Cabinet Member: Leader of the Council, Councillor Hamida Ali
Officer: Interim Assistant Chief Executive, Elaine Jackson
Key decision: no
11. **Investing in our Borough** (Pages 489 - 498)
Cabinet Member: Cabinet Member for Resources & Financial Governance, Councillor Callton Young
Officer: Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive, Richard Ennis
Key decision: no
- a) **Children with Disabilities - Care Provider Register (CPR)** (Pages 499 - 526)
Cabinet Member: Cabinet Member for Children, Young People & Learning, Councillor Alisa Flemming
Officer: Interim Executive Director Children, Families & Education, Debbie Jones
Key decision: yes

12. Exclusion of the Press and Public

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

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

PART B AGENDA

13. Minutes of the previous meeting (Pages 527 - 530)

To approve the Part B minutes of the meeting held on 26 July 2021 as an accurate record.

14. Property Disposal Update as part of the Interim Asset Disposal Strategy (Pages 531 - 714)

Cabinet Member: Cabinet Member for Resources & Financial Governance, Councillor Callton Young

Officer: Interim Executive Director Place, Sarah Hayward

Key decision: yes

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Cabinet

Meeting held on Monday, 12 July 2021 at 6.30 pm in Council Chamber, Town Hall,
Katharine Street, CR0 1NX

MINUTES

Present: Councillor Hamida Ali, Stuart King, Muhammad Ali, Alisa Flemming, Patricia Hay-Justice, Oliver Lewis, Manju Shahul-Hameed and Callton Young

Also Present: Councillor Janet Campbell, Jason Perry, Jason Cummings, Lynne Hale, Simon Hoar, Yvette Hopley, Helen Redfern, Scott Roche, Andy Stranack, Gareth Streeter, Sean Fitzsimons, Robert Ward, Jerry Fitzpatrick, Mario Creatura, Jeet Bains, Nina Degrad, David Wood, Louisa Woodley, Patsy Cummings, Stephen Mann, Leila Ben-Hassel, Margaret Bird and Maddie Henson

Officers: Doutimi Aseh (Interim Director Law & Governance)
Chris Buss (Interim Director of Finance, Investment & Risk and Section 151 Officer)
Bianca Byrne (Head of Commissioning & Procurement)
Matthew Davis (Deputy Section 151 Officer)
Sarah Hayward (Interim Executive Director Place)
Asmat Hussain (Interim Executive Director Resources)
Elaine Jackson (Interim Assistant Chief Executive)
Debbie Jones (Interim Executive Director Children, Families & Education)
Katherine Kerswell (Interim Chief Executive)
Alison Knight (Interim Executive Director Housing)
Annette McPartland (Director of Operations)
Nish Popat (Head of Corporate Finance)
Rachel Soni (Director of Commissioning and Procurement)
Stephen Wingrave (Head of Asset Management and Estates)

PART A

The Leader of the Council (Councillor Hamida Ali) began the meeting by the raising the tragic homicides of two 16 year old boys in recent weeks which had left the community shocked and in mourning. It was stated the thoughts and prayers of all were with their families and friends.

Members were informed that the Leader and Cabinet Member for Communities, Safety & Business Recovery (Councillor Manju Shahul-Hameed) had been in close contact with the Police and had spoken with the Deputy Mayor for Policing & Crime (Sophie Lindell) to raise their concerns and to discuss the situation. Furthermore, the Cabinet Member for Children, Young People & Learning (Councillor Alisa Flemming) had joined a local community meeting earlier that day for those who had been affected.

The Leader informed Members that there would be enhanced policy patrols in operation and outreach and youth engagement officers alongside Neighbourhood Safety Officers were out and peaking with people. Additionally counselling and drop in sessions were being arranged to provide off the record support. Everyone working in schools, community partners and officers were thanked for coming together to provide support and reassurance to local communities.

The Leader stated that all welcomed the arrests which had been made in relation to both incidents but stressed that all involved would be questioning what more could have been done to avoid such tragedies. The council's focus was on partnership work with its communities and its work with the Police would be focused on prevention as it was stressed that this could not happen again.

The council was working with Mayor of London and the Mayor's Office of Policing & Crime and other partners to ensure that any additional funding could be utilised to ensure young people were supported, especially when faced with such trauma.

It was stressed that it was a difficult time for the communities of Croydon but it was recognised that the community response demonstrated that the most important aspect was for everyone to work together.

The Shadow Cabinet Member for Communities, Safety & Business Recovery (Councillor Andy Stranack) passed on his condolences to the families and friends of the two 16 year olds. He reflected that he went into politics after a young people he had worked with had been stabbed to death and that it was truly upsetting to be speaking of more homicides.

The Shadow Cabinet Member reported that there was a fear in the community that this marked the beginning of a summer of knife gang crime across the borough and called for a Community Safety Strategy to be developed with partners within the following 30 days which set out how the epidemic would be tackled. Additionally, he supported the purchase of mobile knife arches for the Police to deploy across the borough to ensure the summer was a safe one for all residents.

The Leader confirmed that it remained a priority of the council to work with the Police and communities on tackling serious youth violence and knife crime. Members were advised that community and statutory partners were meeting the following week to ensure they were working together to address the concerns raised. It was stressed that it was important that all involved continued to work together and shared information.

In response to the call for the development of a Community Safety Strategy, the Cabinet Member for Communities, Safety & Business Recovery stated that a new Strategy was being developed and discussions were ongoing with the community and voluntary sector.

96/21

Minutes of previous meetings

The part A minutes of the Cabinet meetings held on 17 May 2021 and 7 June 2021 were agreed. The Leader of the Council signed the minutes as accurate records.

97/21

Disclosure of Interests

There were none.

98/21

Urgent Business (If any)

There were no items of urgent business.

99/21

Ongoing Review of Brick by Brick Croydon Ltd and the future of the company

The Leader of the Council (Councillor Hamida Ali) reflected that Cabinet had considered and deliberated the future of Brick by Brick at previous meetings in November 2020 and February 2021. It was stated that the meeting would determine the way forward for the company with the recommendation being that the council should reject the offer which had been received and should proceed with the build out of 23 sites and sell six sites.

It was noted by the Leader that the build out of the sites should complete that financial year with only two going beyond that date and one completing in February 2023.

The Leader felt that the decision before Cabinet was one of a balance between risk and return. It was noted that the analysis contained within the report argued that higher levels of risks could be mitigated and that the council should pursue the higher levels of return which were available. The fact that there was no risk free option was highlighted.

It was reflected that the guiding principles that have underpinned the council's response to addressing its financial resilience had been to reduce the risk appetite and to maximise the return on the public's investment, however with the decision in terms of the future of Brick by Brick the Leader felt that those two principles came into conflict and it was important that Cabinet came to a decision as to the best option of the two.

The Leader noted that there was greater risks pursuing the build out option, but that the greater certainty and lower risks of agreeing the bid came at a price and would potentially secure less of the money invested by the council. External analysis by PwC and Savilles had been undertaken which had evaluated what the price difference would be.

Members were informed that the recommendation contained within the report sought to secure the best return for the council's investment and noted that almost 800 new homes will have been delivered, with over 50% of the homes being affordable. Whilst it was recognised that the recommendation involved greater risk, that risk would be offset by introducing additional support which had been budgeted for within the analysis. The Leader stressed that the council had striven to establish the best value from the investment in Brick by Brick for residents.

The Leader thanked all those involved in the work; including the Interim Director of Finance, Investment & Risk (Chris Buss), the Chief Executive (Katherine Kerswell), external consultants and the Improvement & Assurance Panel.

The Chair of Scrutiny & Overview Committee (SOC) (Councillor Sean Fitzsimons) informed Members that a meeting of Scrutiny had taken place on 6 July 2021 to review the Cabinet report and to receive a briefing from the Interim Director of Finance, Investment & Risk. Cabinet were informed that when Scrutiny review the report, the Committee had focussed on three key areas; officer confidence in the valuations provided, the evaluation of the risks to the council presented by the two options, and whether there were alternative options which needed further explanation. Questions were asked of the Leader and the Interim Director of Finance, Investment & Risk on all three areas to gain reassurance that all areas had been given proper consideration.

In relation to the valuations provided in the report, the Chair of SOC advised that the Committee were satisfied with the explanation provided as to the method used to calculate the valuation. Additionally, Members were reasonably satisfied that the build out option presented the greater risk to the council, but it was recognised that there was potentially greater financial return for the council if it pursued the build out option. It was reported that the Committee received reassurance that the third party and council were managing the additional risk by appointing recognised companies to provide technical support to Brick by Brick to complete the build out of the final 23 sites.

Cabinet were advised that a potential issue had been raised by a ward councillor as to whether the council should proceed with the sale of the Brelgrave and Grosvenor site due to the potential need for wider redevelopment in the area. The Chair of SOC as stated that the Committee had requested to see the monthly monitoring to ensure it covered all of the risks identified within the report.

The Chair of SOC concluded by highlighting the quality of the report; whilst it was a technical report, Members of the Committee felt that it had been set out clearly and was informative. On balance, it was reported, the Committee was broadly supportive of the recommendation although it was recognised that it was a matter of balancing risk and reward.

The Cabinet Member for Croydon Renewal (Councillor Stuart King) reflected that he felt the bid document was a little weak and it was felt that insufficient progress had been made in terms of due diligence. Furthermore, concerns were raised that the cash return from the sale of Brick by Brick did not look particularly advantageous in terms of the timeframe involved. Whilst the sale was the lower risk option, the Cabinet Member stated that risks would still need to be managed.

It was noted by the Cabinet Member that expert external advice had been sought which counselled against the sale option and it was stated that the advice should be reflected upon when making a decision on the future of Brick by Brick.

In terms of the build out option, the Cabinet Member stated that whilst it was potentially the better financial option for the council, there were different and often greater risks associated with the option. In light of this, the Cabinet Member queried who would be managing the client role with Brick by Brick and would ensure the professional support was brought in to ensure the financial outcome was achieved. Furthermore, the Cabinet Member queried whether there were any potential operating costs within Brick by Brick which could be removed and whether officers were confident that Brick by Brick could trade in a manner which was consistent with company obligations.

In response, the Interim Director of Finance, Investment & Risk advised that there were risks associated with Brick by Brick continuing to operate as the council would not want any directors to be run the risk of trading whilst insolvent. Legal advice had been sought on this matter and it was suggested that the council should offer certain guarantees that it would not stop funding the company. As such, a letter of comfort, of similar, could be issued to state the council would continue to honour the loans made to the company.

In terms of the operating costs, the Interim Director advised that allowances had been made within the estimates. Brick by Brick directors would be ensuring that overall management costs in the company were minimised whilst providing the most effective service possible.

It was highlighted by the Interim Director that the PwC report in November 2020 had identified that the council had not effectively managed its relationship with Brick by Brick. Members were advised that under the new staff structure of the council the Section 151 Officer would have overall responsibility for a number of areas including managing the council's relationship with its companies, including Brick by Brick. The Interim Director advised that under the Section 151 Officer there should be a specific post that manages the day to day relationship as the company was run down.

The Cabinet Member for Sustainable Croydon (Councillor Muhammad Ali) noted that paragraph 3.15 of the report listed the associated risks with the recommended approach and sought assurance that appropriate measures would be put in place to manage those risk, including a mitigation plan. Additionally, the Cabinet Member queried whether the appointment of the professional support for the build out would be a decision of Brick by Brick or the council. In response, the Interim Director advised that any operational decision rested with the directors of the company and the council's role as funder and shareholder was to provide advice and support when they were making that decision.

The Deputy Cabinet Member for Families, Health & Social Care (Councillor Stephen Mann) stated that it was a vitally important report for the council to get for residents and for the communities which were being created through the developments. He suggested that it was important that strategies were developed for the sites which were being transferred back to the council as time was running out for the planning consents and residents were querying what would happen to the sites. In light of this, the Deputy Cabinet Member queried whether there was effective community engagement to ensure communities were kept abreast of the information. Furthermore, the original principle of setting up Brick by Brick was highlighted and the Deputy Cabinet Member queried whether the six sites being returned to the council should be considered for alternative development options, such as community land trusts.

The Leader noted that the Cabinet had made a decision in February 2021 to not pursue a number of sites and those 40 sites were part of a review by the council which would be reported to Cabinet in autumn 2021, as the final decision on what to do with those sites was a Cabinet decision.

In terms of alternative development options for the remaining sites, the Leader noted that the return of the sites was predicated on the sale of sites. The Interim Director further advised that for every site not sold increased the amount of money which the council would not receive as the investment made by the council would be used to secure planning permission.

The Interim Director noted that the Belgrave and Grosvenor site was, however, slightly different as a stock survey was being undertaken on the neighbouring blocks. That survey, Members were advised, may suggest that the neighbouring blocks were too expensive to maintain and thus a redevelopment of the whole site, including the site which Brick by Brick had previously been due to develop, should be considered by the council. As such, the Interim Director advised that deferring the decision for that site was appropriate to understand the wider context.

The Cabinet Member for Children, Young People & Learning (Councillor Alisa Flemming) raised concerns in relation to the timescales for the six sites as at some of those sites boarding had been erected which had reduced the amount of space available to residents. It was felt that narrow footpaths or restricted access of cycle storages could be accepted whilst a development was ongoing, but due to the uncertainty of the sites communication was required with the local residents so they understood the timescales.

The Interim Director advised that it was in the council's interests to receive the capital receipts as soon as possible and subject to the Cabinet decision, officers would work with Brick by Brick to market the sites as quickly as possible. It was noted that there were some issues in terms of curtilage and should there be issues of access these would be looked at.

The Cabinet Member for Resources & Financial Governance (Councillor Callton Young) noted that the council was seeking to achieve best value and to listen to the professional advice which had been sought. It was felt that the report from Savilles was optimistic, and the Cabinet Member queried whether he would be best placed to be more cautious or to follow the professional advice. Whilst the Cabinet Member was in favour of the build out option, he stressed that he wanted to ensure best value for residents.

Members were advised by the Interim Director that the advice received in February had been from a firm of accountants and the subsequent advice was for a firm more specialised in the building markets and so could give a clearer idea of the build out option. In February it was felt that it might be possible to recover cost invested, but having received professional advice this appeared to be less credible.

The Leader of the Opposition (Councillor Jason Perry) noted that the options before Cabinet maintained a large risks to the council and council taxpayers. It was stated that the best case scenario was a cost of £26 million to taxpayers, whilst a worst case scenario saw the figure rise to £53 million. However, the Leader of the Opposition stated that those figures did not include the costs of the refurbishment of Fairfield Halls at £73 million. Concerns were raised that the council had squandered money and blighted a number of communities across the borough with developments. To this end, the Leader of the Opposition queried how people could trust the council to effectively manage the ongoing risks.

In response, the Leader of the Council stated the work to address the future of Brick by Brick had been driven by making the right decision in terms of the investment made by residents via the council. The importance of the deliberation of ensuring the best result for Croydon taxpayers was highlighted by the Leader. It was recognised that the recommendation before Cabinet carried greater risks but how the council would manage that risk was contained within the report. In terms of the Fairfield Halls, Members were advised that it was being treated separately as part of the capital programme.

The Shadow Cabinet Member for Resources & Financial Governance (Councillor Simon Hoar) noted the potential financial loss from the sale and the higher risks of the build out option, however given the council's financial management in previous years he queried whether anyone could have faith that the risks would be appropriately managed.

The Leader responded by stated that she felt the current administration had consistently demonstrated a significant risk appetite and were led by the two guiding principles of reducing risk and maximising return for Croydon taxpayers. She highlighted that a report due to be considered later in the agenda reported an 80% reduction in the capital programme

which showed a shift in approach at the council to ensure best value for Croydon residents.

In light of the recommendations of the Scrutiny & Overview Committee, Cabinet amended recommendation of the two of the report to defer the sale of the Belgrave and Grosvenor site subject to the completion of a stock survey and for the final decision to be taken by Cabinet at a future meeting.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

Cabinet **RESOLVED** (acting, where relevant, on behalf of the Council exercising its functions as sole shareholder of Brick by Brick Croydon Ltd) to:

1. Reject the offer for the purchase of Brick by Brick (Croydon) Ltd.
2. It was agreed that a modified build out scenario of 23 sites will be implemented and to note that in order to deliver that, Brick by Brick will require additional management and technical support, the costs of which are factored into the costs shown in this report and as further consequence of this decision that Brick by Brick will return 5 sites to the Council on the basis that they will be marketed for sale (and on the basis that site ownership will either remain with Brick by Brick or transfer to the Council, whichever is most efficient for maximizing value or the efficiency of the sale process). The remaining site of Belgrave and Grosvenor to be deferred pending the completion of the stock survey being undertaken in adjoining council buildings and to be brought to a future Cabinet meeting for final consideration.
3. Agree that the decisions made under this Report shall take effect as amendments to the current Business Plan of Brick by Brick (and as a shareholder decision under the Articles of the company). In addition, and also as shareholder, the Council will require Brick by Brick to issue monthly reports to the Council to update on its financial position, progress with development of sites, sales, any key contractual issues and any other relevant matter (as needed). Such reports are to be presented to the Cabinet on a quarterly basis.
4. Confirm that, in accordance with the February Cabinet report, sales receipts may continue to be recycled by Brick by Brick and agree that the S151 Officer, in consultation with the Chief Executive and Monitoring Officer be given authority to approve those ad-hoc sales receipt recycling requests from Brick by Brick, up to a total amount of £5m in any one transaction and following the terms of the consolidated loan agreement, reporting on a quarterly basis to Cabinet.

5. Delegate authority to the Section 151 Officer, in consultation with the Chief Executive and Monitoring Officer, to make any necessary formal shareholder resolutions in order to give effect to the above recommendations and to authorise the entering into any of the necessary formal legal documentation that arise as a consequence (including (i) to confirm the appointment of consultants to provide the necessary additional management and technical support, and (ii) in respect of the sale of the 6 sites, as are referred to in recommendation 2).
6. Delegate authority to the Section 151 Officer, in consultation with the Chief Executive and Monitoring Officer, to vary the loan agreement in respect of the sites returned to the Council sites (subject to SDLT and various other tax advice) and with any such modifications being reported in the quarterly report to Cabinet.
7. Otherwise note the progress made with regard to Brick by Brick.
8. To thank the Improvement and Assurance Panel for their advice and support in the production of the report.

100/21

Financial Performance Report - Outturn 2020/1

The Cabinet Member for Croydon Renewal (Councillor Stuart King) informed Members that the report set out the council's outturn performance for the 2020/21 financial year, which was subject to external audit. The report set out there was an overspend of £66 million against the council's budget, which was within the £70 million capitalisation direction. As a result, the Cabinet Member stated the council would not need to borrow the full £70 million which generated a savings on the general fund budget from reduced interest rates.

The Cabinet Member highlighted the improvements towards the end of the year with a £1.4 million improvement on the Period 11 position following a £1.8 million improvement in period 10. Furthermore, it was noted that considerable savings of 80% had been made in the council's capital programme following a review to ensure affordability. This reduction in spending had reduced the council's borrowing requirement by £240 million.

It was also noted by the Cabinet Member that covid-19 had a devastating impact on families across Croydon and the council's budget. The report set out that the pandemic had cost the council £76 million in the previous year, of which £33 million had been recovered from government funding.

The Cabinet Member informed Members that the council's reserves were at £27.5 million, which was the highest level for a considerable period of time and was important given the uncertain times in the months and years ahead.

The Cabinet Member for Communities, Safety & Business Recovery (Councillor Manju Shahul-Hameed) noted that the delivery of the capital programme had been significantly impacted by the effects of covid-19. It was suggested that departments had requested that unspent budgets in 2020/21 were rolled forward to the 2021/22 capital programmes, and the Cabinet Member queried whether this would happen. In response, the Cabinet Member stated that it would be a decision of Cabinet to decide on the capital programme and that affordability would be central decisions.

Members were advised by the Interim Director of Finance, Investment & Risk (Chris Buss) that the figure of £74 million in appendix one of the report was the figure which would be added to the capital programme, subject to Cabinet approval. A subsequent review of the capital programme would be undertaken which would be considered by Cabinet at a future meeting.

The Shadow Cabinet Member for Croydon Renewal (Councillor Jason Cummings) welcomed the improved outturn position but stressed that there remained a £66 million overspend. Concerns were raised in terms of the tone of the report, with the Shadow Cabinet Member stating that he felt a mistake of the previous administration had been to spend too much explaining external factors rather than focussing on internal factors which were in the council's control. Whilst it was recognised by the Shadow Cabinet Member that covid-19 had a significant impact on the council's finances it was felt that the tone of the report could be seen as deflecting the blame.

It was noted that there were £22.2 million of undelivered savings listed as an impact of covid-19, however the Shadow Cabinet Member queried whether it was a reasonable figure to include and how likely it was that the council would have delivered those savings. Furthermore it was noted that there had been significant underspend in the capital programme, and the Shadow Cabinet Member queried whether the Minimum Revenue Provision (MRP) requirements and interest payments been netted off. In response, the Interim Director advised that the interest had been netted off. In terms of the MRP, Members were advised that there would have been little impact on the MRP but that there would be a positive impact on 2021/22 accounts.

In terms of the £22 million savings, the council had assumed those savings would be achieved however it had become apparent those savings could not be achieved, largely due to the impact of covid-19. It was noted that a number of councils in London were in similar positions and had applied undelivered savings to the cost of covid-19.

In response to statements in relation to the reduction to the capital programme, the Cabinet Member confirmed that some aspects of the programme had been reduced in response to covid-19, but that there had been conscious political decisions also.

The Leader further queried the assessment of the Shadow Cabinet Member that there was a change in tone of the reports, and stated that she did not feel that the report was overoptimistic nor over explained external factors.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To

1. Note the draft outturn for the General Fund for 2020/21 being £65.8m over approved budget, which is a £1.4m improvement on the Period 11 position previously reported to Cabinet on 7th June;
2. Note the forecast level of closing General Fund general reserves as £27.5m - after taking into account likely adjustments to the levels brought forward as part of the work to finalise the 2019/20 accounts audit process, and which is in line with the assumptions set out in the approved 2021/22 Budget and Medium Term Financial Strategy of March 2021;
3. Note the forecast outturn and level of HRA balances carried forward;
4. Note the draft General Fund capital outturn position for 2020/21;
5. Note the draft HRA capital outturn position for 2020/21; and
6. Approve the roll-forward of capital underspends into the 2021/22 Capital Programme for both the General Fund and HRA as set out in Tables 4 and 5.

101/21

Croydon's General Fund Medium Term Financial Strategy (MTFS) Update

The Cabinet Member for Croydon Renewal (Councillor Stuart King) stated the report added 2024/25 to the MTFS which would ensure the council had a three year rolling MTFS. It was highlighted that uncertainty was central as the government only issued government settlements on an annual basis, furthermore the second part of the council's request for a capitalisation direction had not yet been confirmed.

The Cabinet Member further highlighted the uncertainty in terms of the Adult Social Care levy and the long term impact of covid-19 on the Croydon economy and service demand. In light, of those uncertainties the Cabinet Member stated the council could only make prudent assumptions which were contained in the report. Additionally, it was highlighted that it remained important that the council continued to build its reserves to ensure it was able to face future challenges.

The Shadow Cabinet Member for Croydon Renewal (Councillor Jason Cummings) shared his frustration that the government did not provide details of the settlement in advance which made it challenging to produce an MTF5. It was noted, however, that references had been made during the meeting to increases in the reserves however the Shadow Cabinet Member stated that the money in reserves had been effectively borrowed.

Questions were asked in terms of how planning and identifications of future savings and whether there were any early indications of where those savings would be found. In response, the Cabinet Member confirmed that he, the Cabinet Member for Resources & Financial Governance (Councillor Callton Young) and officers were working on identifying savings at a departmental level. Additionally, activity was ongoing within departments and a root and branch review of corporate savings was ongoing. It was suggested that a report would be taken to Cabinet at the mid-year point which would provide some detail.

Concerns were raised by the Shadow Cabinet Member for Resources & Financial Governance (Councillor Simon Hoar) that more staff would be made redundant as part of the £38.2 million savings in 2022/23. He queried whether any analysis had been undertaken to identify the base minimum number of officers required to ensure the council continued to function.

The Cabinet Member for Resources & Financial Governance informed Members that as well as a top down approach, there had been a horizontal approach to identifying savings. The Cabinet Member highlighted that the council's contracts had a total value of £375 million and all contracts were being reviewed to identify savings. Furthermore, expert advice was being sought, both externally and from the Assurance and Improvement Panel.

It was noted that at paragraph 5.5 of the report there were references to inflationary increases and the Cabinet Member for Homes (Councillor Patricia Hay-Justice) queried what guidance was being used to identify the figures. In response, the Interim Director of Finance, Investment & Risk (Chris Buss) advised that the Consumer Price Index was used and it was felt that there would be 2% increase over the year. In terms of wage increases, Members were advised that the offer that employers had made to employees was below the figure in the report but it was not known what the final figure would be.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To

1. Note the unaudited closing reserve balance for 2020/21 being brought forward to 2021/22.

2. Notes that this report now includes a projection for Budget Position in 2024/25 and also notes Budget Gap for Financial Years 2022/23 to 2024/25.
3. Notes that the Council will not receive any confirmation from MHCLG on its £25m request for Capitalisation Direction for 2022/23 until later in this financial year. The budget gap without any capitalisation direction stands at £63.27m for 2022/23 assuming that proposed savings agreed in March 2021 are agreed of £24million
4. Note that the Budget for 2022/23 to 2024/25 is projected based on Council Tax growth being 1.99% for general increase and 2% growth in the Council Tax Base. No increases in Business Rate growth assumed.
5. Note that a further Budget Update report will be brought to Cabinet in November 2021.

102/21

Housing Ombudsman Self-Assessment and Complaint Handling Failure Order

This item was taken as the second substantive at the Cabinet meeting.

The Cabinet Member for Homes (Councillor Patricia Hay-Justice) informed Cabinet that the Housing Ombudsman introduced a new complaint handling code in July 2020 which required all councils to conduct a self-assessment by 31 December 2020. The council had completed the self-assessment in November 2020, however it was not presented to Cabinet and published on the council's website as was required by the Housing Ombudsman.

Members were informed that the self-assessment which had been completed in November 2020 had been updated to incorporate additional improvements and actions taken following the incidents at Regina Road. The Interim Executive Director of Housing (Alison Knight) advised Members that the self-assessment covered up until December 2020, with some additional information, however a full reassessment was required to reflect the Housing Improvement Plan. The new self-assessment would be taken to scrutiny later that year and would include data from 2020/21.

Concerns were raised by the Shadow Cabinet Member for Homes (Councillor Lynne Hale) in terms of the accuracy of the information provided. It was noted that it was a hybrid assessment, as it had been completed in the previous year and had been updated following the Ark report, and that a full reassessment was required. The Shadow Cabinet Member, however, expressed concern that it felt too soon for the council to conduct a self-assessment as she felt there was insufficient evidence. It was noted that paragraph 4.6 of the Housing Ombudsman Code stated

the Ombudsman may require sight of the evidence used, but it was felt that there was no evidence.

It was noted that the Ark report had identified failings in the management of data and complaint handling, and so the Shadow Cabinet Member queried how the council knew the number of complaints received the outcomes of those complaints. To that end, the Shadow Cabinet Member queried what data had been used and stated that it would be helpful for the evidence to be set out in the report.

In response, the Leader of the Council (Councillor Hamida Ali) highlighted that the report was retrospective and contained data up until December 2020 and that a full reassessment would be undertaken. The Cabinet Member for Homes reiterated that the report was retrospective, but agreed that evidence should be added to the report in future.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To approve the contents of the Housing Complaints Self Assessment, as per Appendix 1 of the report, in order for the assessment to be publicised on the Local Authority website.

103/21

Scrutiny Stage 1: Recommendations from Scrutiny

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To receive the recommendations arising from meeting of the Scrutiny & Overview Committee held on 27 May 2021 and to provide a substantive response within two months (i.e. at the next available Cabinet meeting on 16 August 2021).

104/21

Scrutiny Stage 2: Responses to recommendations from Scrutiny

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

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

105/21

Investing in our Borough

The Cabinet Member for Resources & Financial Governance (Councillor Callton Young) highlighted the delegated decisions which had been made by Cabinet Members and by the Director of Commissioning & Procurement (Rachel Soni).

The Shadow Cabinet Member for Communities, Safety & Business Recovery (Councillor Andy Stranack) raised concerns that the background document on Interim Asset Disposals gave control to significant areas of greenbelt to outside organisations and partners, and that this risk had not been properly considered. Furthermore, it was noted that the consultation on the Heathfield House proposals had closed on Friday and the Shadow Cabinet Member queried whether there was an update following that consultation ending.

In response, the Head of Asset Management & Estates (Stephen Wingrave) stated that 75 comments had been received in response to the notice placed, with most raising concerns in relation to school children and conservation volunteer access to the site. Members were advised that the council were working with the Ecology Centre to established a solution to those concerns and were assured that the council considered all comments received.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To note

1. The request for approval of the Substance Misuse Contract Award as set out at agenda item 11a and section 5.1.1 of the report.
2. The request for approval of the Arboricultural Services Contract Variation as set out at agenda item 11b and section 5.1.1 of the report.
3. The request for approval of the Public Health Nursing Contract Award as set out at agenda item 11c, and section 5.2.1 of the report;
4. The contracts between £500,000 and £5,000,000 anticipated to be awarded under delegated authority from the Leader by the nominated Cabinet Member, in consultation with the Cabinet Member for Resources and Financial Governance and with the Leader in certain circumstances, before the next meeting of Cabinet, as set out in section 5.3.1 of the report.
5. The list of delegated award decisions made by the Director of Commissioning and Procurement since the last meeting of Cabinet, as set out in section 5.3.2 of the report.
6. Property lettings, acquisitions and disposals to be agreed by the Cabinet Member for Resources and Financial Governance in consultation with the Leader since the last meeting of Cabinet, as set out in section 5.4.1 of the report.

Integrated Drug & Alcohol Treatment Service

The Cabinet Member for Resources & Financial Governance highlighted the impact of drugs and alcohol, including the widespread impact on crime, domestic violence, sickness, absence. In 2020, it was reported that an assessment had found in Croydon there was a higher level on unmet need in the borough and the report sought approval for the award of a contract for drug and alcohol misuse treatment and recovery service.

The new service, it was stated, would provide recovery focused care pathways for both adults and young people. Additionally, there would be preventative elements with targeted early intervention and support and training for the wider workforce. The Cabinet Member informed Members that the budget for the service was funded through external ring fenced public health funding.

The Cabinet Member for Families, Health & Social Care (Councillor Janet Campbell) noted that the contract had been designed to provide flexible models to provide for a scalable service and further efficiency reviews to ensure optimum benefits were delivered. It was stressed that the aim of the contract was to ensure people were getting the treatment and care required. It was further highlighted by the Cabinet Member for Children, Young People & Learning (Councillor Alisa Flemming) that the contract was fundamental to the work of adult and children social care and ensuring people had fast access to services was crucial.

The Shadow Cabinet Member for Resources & Financial Governance (Councillor Simon Hoar) and Councillor Margaret Bird welcomed the contract being combined, but stressed that it was important that underlying concerns which had previously been raised were addressed and that the contract would have improved outcomes for residents.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To

1. Approve the award in accordance with Regulation 28.4(c) of the Council's Contracts and Tenders Regulations for the Integrated Drug and Alcohol Treatment Service for Adults and Young People to the **Supplier** (identified in Part B of this report) for a contract term of 5 years for a maximum contract value stated in the part B report.
2. Note that the contract award includes the provision for delivery of services (additional to core services) which are funded by the time-limited grants from the Mayor's Office for Policing and Crime (MOPAC) and the Ministry of Housing, Communities and Local Government (MHCLG) referred to in the Financial Impact section of the report.

107/21

Arboricultural Services Contract Variation

The Cabinet Member for Resources & Financial Governance (Councillor Callton Young) informed Members that the arboricultural services had been delivered by a supply chain partner since 2008 and that a contract extension was required to December 2021 which would allow time for the council to go out to procurement for the service. It was highlighted that during the extension period work would consist of only emergency and essential works only to ensure the council's compliance and duty of care.

The Cabinet Member for Sustainable Croydon (Councillor Muhammad Ali) stated the short extension would allow the council to mitigate the risk of any potential legal challenge but would allow the council time to develop a business case and procurement strategy for a more substantive long term contract. It was stated that future contract arrangements would deliver value for money and would better reflect the council's current and emerging social value requirements.

The Shadow Cabinet Member for Sustainable Croydon (Councillor Scott Roche) queried what the impact of emergency maintenance would be on issues such as overhanging trees on pathways and public spaces, as concerns were raised in terms of the impact on disabled access. Additionally, concerns were raised in relation to trees which would be at risk of causing damage during storms.

In response, the Cabinet Member for Sustainable Croydon stated the current contract was subject to terms and conditions, however stressed that the longer term solution would better reflect the council's financial situation and revised service delivery. It was stated the Cabinet Member felt that a good quality of service was being delivered.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To the extension by way of variation of the contract for Specialist Arboricultural works with City Suburban Tree Surgeons Limited for nine (9) months from 1st April 2021 to 31st December 2021 at a value of £400,000 (maximum contract value, including this proposed extension will be £9,221,369).

108/21

Section 75 Partnership Agreement for Public Health Nursing

Members were informed that lead authorities for Public Health were responsible for commissioning healthy children programmes and the purpose of the report was to seek permission to enter into a Section 75 Agreement under the NHS Act 2006 to deliver the programme. It was noted by the Cabinet Member for Resources & Financial Governance (Councillor Callton Young) that the report recommended a contract period of a maximum of seven years, however concerns were raised that this

would be too long and a contract of two years plus a one year extension would enable the agreement to be reviewed and changes implemented sooner. Councillor Young proposed the recommendations be amended to read an initial term of two years and an extension period of one year.

The Cabinet Member for Children, Young People & Learning (Councillor Alisa Flemming) seconded the amendment as it was stressed that the contract was very important in terms of ensuring good services for children and young people in the borough. It was highlighted that it was important to monitor early indicators of health needs in young people.

Cabinet agreed the amendment to the recommendation to an initial term of 2 years with an extension period of 1 year to enable the Council to review the performance of the service in light of the recovery post covid-19. This sought to ensure the best service for the young people in Croydon.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To approve entering into a Section 75 Agreement in accordance with Regulation 28.4(c) of the Council's Contracts and Tenders Regulations for Public Health Nursing to Croydon Health Services NHS Trust (CHS) for an initial term of 2 years commencing 1 August 2021 with an extension period of 1 year for a maximum agreement value of £6.107m per year, plus inflationary costs, plus additional investment of £350k from year 2.

109/21 **Exclusion of the Press and Public**

This item was not required.

110/21 **Ongoing Review of Brick by Brick Croydon Ltd and the future of the company**

The decisions were taken with Part A of the meeting and are set out at minute number 99/21.

111/21 **Integrated Drug & Alcohol Treatment Service**

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To

1. Approve the award in accordance with Regulation 28.4(c) of the Council's Contracts and Tenders Regulations for the Integrated Drug and Alcohol Treatment Service for Adults and Young People to the **Supplier** (identified in Part B of this report) for a contract term of 5 years for a maximum contract value stated in the part B

report.

2. Note that the contract award includes the provision for delivery of services (additional to core services) which are funded by the time-limited grants from the Mayor's Office for Policing and Crime (MOPAC) and the Ministry of Housing, Communities and Local Government (MHCLG) referred to in the Financial Impact section of the report.

The meeting ended at 8.30 pm

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Cabinet

Meeting of held on Monday, 26 July 2021 at 6.30 pm in Council Chamber, Town Hall,
Katharine Street, CR0 1NX

MINUTES

- Present:** Councillors Hamida Ali, Stuart King, Muhammad Ali, Alisa Flemming, Patricia Hay-Justice, Oliver Lewis, Manju Shahul-Hameed and Callton Young
- Also Present:** Councillors Janet Campbell, Jason Perry, Jason Cummings, Lynne Hale, Simon Hoar, Yvette Hopley, Helen Redfern, Scott Roche, Andy Stranack, Sean Fitzsimons, Robert Ward, Pat Clouder, Jerry Fitzpatrick, Jeet Bains, Leila Ben-Hassel, Sherwan Chowdhury, Patsy Cummings, Nina Degrad, Clive Fraser, Maria Gatland, Maddie Henson, Bernadette Khan, David Wood and Louisa Woodley
- Apologies:** Councillors Mario Creatura and Yvette Hopley
- Officers:** Doutimi Aseh (Interim Director Law & Governance), Chris Buss (Interim Director of Finance, Investment & Risk and Section 151 Officer), Rebecca Clews (Lead Coordinator of Rough Sleeping and Homelessness Services), Shelley Davies (Director of Education), Matthew Davis (Deputy Section 151 Officer), Gavin Handford (Director of Policy & Partnerships), Sarah Hayward (Interim Executive Director Place), Asmat Hussain (Interim Executive Director Resources) Elaine Jackson (Interim Assistant Chief Executive), Debbie Jones (Interim Executive Director Children, Families & Education), Katherine Kerswell (Chief Executive), Alison Knight (Interim Executive Director Housing), Annette McPartland (Director of Operations), John Montes (Senior Policy Officer), Yvonne Murray (Director of Housing Assessment & Solutions), Ian Plowright (Head of Transport) and Nish Popat (Head of Corporate Finance)

PART A

112/21 **Disclosure of Interests**

There were none.

113/21 **Urgent Business (If any)**

The Leader of the Council (Councillor Hamida Ali) advised Cabinet that the Croydon Best Start report would be taken under urgent business. The Leader outlined that the report was urgent to enable the council to meet the procurement deadline of November 2021 after initial consultation was

delayed from January to May 2021, due to the consultation on the Croydon Renewal Plan and approval of Council.

114/21

Croydon Best Start

The Cabinet Member for Children, Young People & Learning (Councillor Alisa Flemming) briefly introduced the Croydon Best Start paper, outlining that the Council had completed a consultation which looked at the future delivery model of children’s centres within the borough. The consultation was centred on moving from the current model of nine designated children’s centres and 11 service access points to ensure better service delivery and reach across the borough.

The Cabinet Member provided the context of the paper, providing an outline of the core focus and features of the program, including the working partnerships with children’s centres and targeted and wrap around supports for families.

The Cabinet Member outlined the proposed delivery model, which sought to provide a number of centres across the borough that offered different services, based on the needs of the area. The proposed centres and spokes were provided as below:

Locality	Children’s Centre Hub	Children’s Centre Spoke	Area covered
North	Kensington Avenue	Winterbourne	North West
		PIP House	North East
Central	Selhurst	Malling Close	Central East
		Shirley	Central East
		Aerodrome	Central West
South	Woodlands	New Addington	South East
		Byron	South West
		Purley Oaks	South West

The Cabinet Member highlighted the importance of the consultation period, which was extended to ensure that ample opportunity was provided to members of the community to provide feedback. This feedback, included responses from children, which had played a meaningful role in the final proposed model, particularly the recommendation to retain Purley Oaks and Shirley children’s centres as part of a coordinated delivery model for Croydon.

The Cabinet Member noted that two thirds of Council budget goes towards supporting education, children and young people and vulnerable adults and as such it was imperative that this money ensured every Croydon child has the best start in life, and that the newly developed delivery model sought to provide that.

Along with the children’s centres it was proposed that there were a number of outreach services from churches, community halls, schools,

nurseries, hospitals, libraries and more. The Cabinet Member concluded the presentation and handed over to Debby MacCormack (Early Help Manager).

The Early Help Manager described recent interactions with a local family and the wraparound support they were able to access through a children's centre; which provided Members with a clear insight into how children's centres supported families.

Shelley Davis (Director of Education) provided an overview of the consultation and the budget in relation to this matter. The Director of Education advised that the council had received 1365 responses plus a number of individual responses to the consultation, along with 90 responses from the year 5 children from Purley Oaks Primary School. The Director of Education also highlighted that the proposed model aimed to achieve a total saving of £1.1m across the children's centres and the Best Start programme, whilst still ensuring that there was provision of services across the borough.

The Leader of the Council (Councillor Hamida Ali) summarised the discussions noting that these are vital services and that it was very positive that the council had been able to respond to the feedback from the community, and continue an appropriate service delivery within the funding available.

The Cabinet Member for Communities, Safety & Business Recovery (Councillor Manju Shahul-Hameed) questioned whether, throughout the consultation process, any new partnerships were developed, noting that there are organisations that may be able to tie in to this space. The Cabinet Member welcomed further collaboration opportunities following the tender process.

Councillor Louisa Woodley sought assurance that the Woodlands Hub would operate more than three days per week and services would not diminish from what had been offered in the past from Fairchild, which had been acknowledged as superior to that of others in the area. The Councillor noted that the level of deprivation in New Addington was considerable and there was a high level of need in the area. The Cabinet Member noted that the specifics could be provided until the commissioning process had concluded and specific providers had been appointed.

The Cabinet Member for Resources & Financial Governance (Councillor Callton Young) noted the strategy and lent his support to the amended delivery model, which he noted had been informed by public consultation.

The Shadow Cabinet Member for Children, Young People & Learning (Councillor Maria Gatland) welcomed the report and in particular the decision to dismiss the original proposal to close Purley Oaks and Shirley Children's Centres, noting that consultation had shown the importance of

those two centres within the community. The Shadow Cabinet Member, however, questioned how the cut to teams and the proposed further budget cut of £195,000 for parent aspirations and parenting skills services would affect the service offer. The Director of Education clarified that the savings were from across the whole of the Best Start Programme, including parenting, as outlined in the report. The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To

1. Approve the re-design of the Best Start Children's Centres into a 3 Hubs and 8 Spokes locality model to provide greater efficiency and co-ordination of service delivery within a reduced budget. This recommendation has been informed by public consultation.
2. Note that the Director of Commissioning and Procurement as Chair of the Contracts & Commissioning Board has approved the Procurement Strategy contained in this report and a number of waivers in accordance with Regulations 19.2 of the Council's Contracts and Tender Regulations. The Procurement Strategy will potentially result in Contract awards for a maximum value of £1,431,533, of which for Lot 1, Child Development and School Readiness services is £1,162,533 and for Lot 2, Parent Aspirations and Parenting Skills services is £269,000. Contracts will be for a term of 2 years and 4 months.

115/21

Housing Improvement Plan and Board

The Cabinet Member for Homes (Councillor Patricia Hay-Justice) introduced the Housing Improvement Plan, which she noted had been designed to provide an update to Cabinet on further progress to resolve problems at 1-87 Regina Road and assist the residents affected. Furthermore the report outlined the actions taken to address the issues identified by an independent assessment carried out by ARK Consultancy (ARK) as requiring an immediate response. The Cabinet Member reminded Cabinet that on 17 May 2021 Cabinet approved an initial action plan for the housing service and agreed to the establishment of an independently-chaired Housing Improvement Board. The Cabinet Member advised that the report asked Cabinet to note the draft terms of reference of the Housing Improvement Board that would oversee implementation of the Housing Improvement Plan and ensure that tenants and leaseholders have a say in shaping the future of the housing service.

It was noted that the report also asked Cabinet to note the approach the Council was taking to develop the emerging Croydon Housing Improvement Plan for the housing service, which built upon the initial Action Plan.

The Leader of the Council questioned if there was any information coming from council residents from the door to door visits which councillors had

been undertaking across the borough. The Cabinet Member advised that the Road Shows were underway and that they had been very popular and the community was very engaged. The Interim Executive Director of Housing (Alison Knight) provided further advised that thus far on the whole people were pleased to have been engaged and had asked how they could become a part of the resident panels or as part of the Housing Improvement Plan. Members were advised that ward councillors would be informed of any particular issues, as they arose.

The Cabinet Member for Families, Health & Social Care (Councillor Janet Campbell) queried what type of engagement opportunities had been provided to the residents of Regina Road and what type of feedback had been provided. The Cabinet Member for Homes clarified that types of engagement had ranged from virtual meetings, direct contact via written letters to individuals, door knocking by tenancy officers and other officers and councillors, as well as information provided via community notice boards. Thus far residents had been pleased by the level of engagement and continued to be interested in the next steps. The Cabinet Member further advised that the Leader of the Council would also be engaging with Regina Road residents via a meeting in August 2021.

Councillor Leila Ben-Hassel thanked officers and the Cabinet Member for engaging with the Streets, Environment & Homes Scrutiny Sub-Committee which welcomed the update on the Housing Improvement Plan and were assured that the emerging plan was on the right track, noting that progress had been impeded by the council's restructure. The Councillor noted that the plan provided lines of accountability that would underpin the Improvement Plan moving forward. The Sub-Committee also noted that there were concerns around resourcing of the casework for officers and recommended a diagram be produced to map out the communication routes of casework, enquiries, complaints and the escalation process for councillors and MPs should be included. It was noted that the Sub-Committee also welcomed greater collaboration with the Tenants and Leaseholder Panel meetings moving forward. Councillor Ben-Hassel concluded by noting that an Engagement Plan had been requested for the whole of the Borough.

Councillor Clive Fraser welcomed the progress that had been made, but noted that there was quite a way to go before the tenant aspirations were met. The Councillor noted that he felt that the culture needed to change and that repairs needed to be made in a more timely fashion. The Councillor noted that a Stock Conditions Survey would take place and was positive that this would provide clarity about the next steps. The Cabinet Member was thanked for visiting Regina Road in person, noting the importance of this visit to the residents. The Cabinet Member acknowledged all of the comments made and reiterated the council's commitment to the residents of Regina Road. The Cabinet Member also noted that since April 2021 there had been 2,500 repairs made across the borough, and was confident that this number would continue to rise.

Councillor Sean Fitzsimons stated that he looked forward to the formal responses being provided to Cabinet in relation to the Streets, Environment & Homes Scrutiny Sub-Committee's recommendations. Additionally, the Councillor noted the importance of clause 9.6 and 9.7 of the Housing Improvement Plan, referencing 9.6 the Councillor read "The plan will include a review of the Housing Revenue Account (HRA). The options to best meet the needs of council tenants and to manage and maintain the HRA stock should be considered as plans are developed." Councillor Fitzsimons also approved of the inclusion of considering value for money in relation to building works and maintenance. Regarding clause 9.7 reference to "a 30-year business plan" the Councillor requested further information on what was happening with the business plan, noting its importance to long-term budgeting. The Cabinet Member confirmed that there would be a 30 year business plan and it was due to be provided to Cabinet in September 2021. The Councillor reiterated that the Business Plan and Review of the HRA (Housing Revenue Account) needed to be scrutinised. In response, the Cabinet Member committed that a discussion would be held with the Chair of the Streets, Environment and Homes Scrutiny Sub-Committee regarding future scrutiny.

The Shadow Cabinet Member for Homes (Councillor Lyne Hale) welcomed the proposals set out in the paper, but noted concerns around whether the Housing Improvement Board would be able to comment on whether the council was meeting the objectives set out in the Housing Improvement Plan. The Shadow Cabinet Member questioned what data would be used, and what assurances would be provided in terms of the quality of the data, to ensure the council was held accountable. Furthermore, the Shadow Cabinet Member noted that she had recently requested the data that supported the Housing Self-Assessment but that she had been informed that it could not be provided. Given this situation, the Shadow Cabinet member queried when Cabinet would be provided with intelligence and data that would accurately inform decision making.

The Shadow Cabinet Member also noted that whilst the tenants at Regina Road required attention, there were hundreds of other tenants and leaseholders across the borough who also required a suitable housing service. The Leader and the Cabinet Member confirmed that the Housing Improvement Plan focused on an improved data set. The Interim Executive Director further clarified that work continued to ensure that the correct KPIs were utilised within the Croydon Renewal Plan and the Croydon Performance Indicators. This included, but was not limited to, using tenant satisfaction surveys and comparative data from other councils. The Interim Executive Director advised that those improved data sets, alongside key milestones would be used to report to the Housing Improvement Board.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To

1. Note the further progress in improving housing conditions at 1-87 Regina Road and further actions in response to the recommendations of the report by ARK, detailed at Appendix 1 of the report.
2. Note the draft Terms of Reference of the Housing Improvement Board, detailed at Appendix 2 of the report, to be agreed under delegated authority.
3. Note the approach to development of the emerging improvement plan for the housing service to be put to the Housing Improvement Board for input.

116/21

Private Sector Housing Assistance Policy 2021

The Cabinet Member for Homes (Councillor Patricia Hay-Justice) stated that the Housing Renewal Service aimed to support homeowners and private tenants to maintain their properties to a good standard, through repairs and adaptations. The Cabinet Member advised that by raising standards in those properties contributed to safer, stronger and more sustainable communities, improved health and wellbeing and improved the environment. By supporting people to remain living in their own homes reduced the financial pressure on the council by reducing costs of long term care. The Cabinet Member noted that the loans and grants enabled the council to make a positive impact on the lives of Croydon residents. The Cabinet Member also shared a study case and testimony with Cabinet which provided positive feedback.

The Shadow Cabinet Member for Homes (Councillor Lynne Hale) welcomed the report, noting the multitude of options available for Croydon residents to enable them to live safely and independently in their own homes. The Shadow Cabinet Member questioned how this information would be shared with residents and was advised by the Cabinet Member that the information would be disseminated more widely than just online, including via lunch clubs and councillors within their wards.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To

1. Approve the Private Sector Housing Assistance Policy 2021 (“the Policy”), Appendix A to the report.
2. Delegate authority to the Executive Director of Housing to make minor amendments to the Policy including in relation to typographical errors or updating post holders titles as necessary.

3. Note that in respect of the 6 month Pilot Scheme detailed at paragraph 3.4 of the report and Section 10 of Appendix A, the outcome of the Pilot will be reported back to Cabinet to determine whether or not it is appropriate for the Pilot scheme to be incorporated into the Private Sector Assistance Policy beyond that 6 month time frame.

117/21

Rough Sleeping Initiative Fund 2021-22 (RSI4)

The Cabinet Member for Homes (Councillor Patricia Hay-Justice) introduced the Rough Sleeping Initiative, which noted that the Ministry of Housing, Communities & Local Government (MHCLG) had provided Croydon Council with £1.7m in Rough Sleeping Initiative Grant funding in 2021-22. The Cabinet Member advised that the paper provided an overview of rough sleeping in Croydon, the objectives, the allocation and expected outcomes of the grant funding. The Cabinet Member noted that Croydon and Redbridge had the highest numbers of new rough sleepers.

The Leader of the Council (Councillor Hamida Ali) noted that Croydon had a strong record in securing funding to support rough sleepers, and welcomed the news that it had received the largest proportion of funding.

The Cabinet Member for Families, Health & Social Care (Councillor Janet Campbell) highlighted paragraph 6.5.2 within the paper in which it stated, "An outcome of the short term nature of funding cycles is that services delivered are primarily short term". The Councillor noted that consistent funding was required in order to have a long term impact. The Cabinet Member queried, in relation to paragraph 6.5.3, when the Cabinet could expect to see a clear strategic direction incorporating the council's priorities and clarity regarding Croydon's minimum service offer for rough sleepers. The Cabinet Member for Homes agreed with the statement and noted that the council would continue to work with rough sleepers.

The Interim Executive Director of Housing (Alison Knight) noted that the drafting of a Housing Strategy would include a wider needs assessment across the borough was underway as well as an Emergency Accommodation and Temporary Accommodation Strategy which would look at all issues across the borough. Furthermore, the Lead Coordinator of Rough Sleeping and Homelessness Services (Rebecca Clews) noted that the short term funding prevented issues and enhanced the services provided by the council.

The Shadow Cabinet Member for Communities, Safety & Business Recovery (Councillor Andy Stranack) began by offering his thoughts and prayers to the family of Shane Jerome, a young person from Croydon, who was murdered during the previous week. Following on, the Councillor noted that a majority of the funding was being used for officer wages and questioned whether this was the most appropriate use of funding or whether private sector experts or links to the voluntary and business sector could be utilised. The Leader of the Council noted that the Cabinet

Member for Communities, Safety & Business Recovery (Councillor Manju Shahul-Hameed) had recently met with police and others on the very important issue of violence, in all its forms, and stated that the council extended its condolences to all families affected by violence.

The Cabinet Member for Homes, the Interim Executive Director and the Lead Coordinator confirmed that the council continued to work closely with partners from the voluntary and charitable sector on this agenda, including collaborating on proposals submitted to MHCLG. Additionally, Members were advised that some of the funding went towards prevention as well as intervention. The Cabinet Member for Croydon Renewal (Councillor Stuart King) suggested that the output, rather than the input, was important and noted the government's confidence in the council to deliver outcomes, as evidenced by receiving the largest allocation of the grant.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To note the contents of the report.

118/21

2021/22 (Part) Local Implementation Plan Funding, Bus Priority Funding and Active Travel Funding Programme

The Cabinet Member for Sustainable Croydon (Councillor Muhammad Ali) advised Members of a correction to be made to the report, noting that under the Financial Impact statement it should read £4.6m instead of £4,600. The Cabinet Member advised that the report outlined and recommended expenditure for 2021/22 on a programme to deliver Croydon Local Implementation Plan objectives, Central Government's Sustainable and Active Travel objectives and the Mayor of London's/TfL's Streetspace Plan objectives. The Cabinet Member also advised that the recommendations were aligned to the recent Croydon Climate Crisis Commission recommendations that the Cabinet had previously received and would make a contribution towards Croydon's response to the climate change challenge.

The Cabinet Member noted in normal times, Transport for London (TfL) would have allocated funding to each London local authority to support the delivery of proposals within the authority's Local Implementation Plan. However, TfL's income sources had largely disappeared due to the Covid19 Lockdown, and TfL had become dependent on financial support from central government. As such the usual process had changed.

The Cabinet Member advised that the report related primarily to active travel objectives and that the current round of Active Travel funding had to be spent and associated projects delivered by 11 December 2021. The Cabinet Member noted the difficulties experienced whilst trying to deliver these arrangements but reminded Cabinet that the funding was essential to deliver on a number of Croydon Climate Crisis Commission

recommendations including Green Your Neighbourhood. Furthermore, it was noted that there was no certainty as to what funding will be made available to Croydon, or in what form for the remainder of the financial year and due to the continually changing funding circumstances.

The Shadow Cabinet Member for Sustainable Croydon (Councillor Scott Roche) noted that the report provided an opportunity to undertake thorough consultation and questioned how the council would consult appropriately. The Cabinet Member advised that consultation was underway and different projects / elements of the programme would have their own appropriate consultation and engagement processes.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To agree

1. The expenditure of external ring-fenced funding indicated within Table 1 of Section 3 of the report, expenditure, subject to any further advice of the S151 Officer / Director of Finance, Investment and Risk.
2. The delivery of the potential programme summarised within Section 3 of report, the extent and scope of that programme dependent on funding allocations to Croydon Council still to be confirmed by TfL; and subject to other matters outlined in Section 3 of the report.

119/21

Novation of building works and profession services contracts from Brick by Brick for Fairfield Halls

The Cabinet Member for Culture & Regeneration (Councillor Oliver Lewis) advised that the report followed on from decisions made at the Cabinet meeting held on 17 May 2021, where it was agreed to treat the heritage restoration of Fairfield Halls as capital expenditure, and agreed in principal to the novation of the contracts from Brick by Brick. The Cabinet Member advised that the paper sets out the novation of contracts from Brick by Brick to Croydon Council and highlighted the importance of the novation of contracts taking place. Furthermore, confirmation was provided that the list of contracts to be novated included all of the appropriate contracts and due diligence had been undertaken.

The Leader of the Opposition (Councillor Jason Perry) queried what the further costs of the novation would be and asked for clarity on where the Coast to Capital Funding had been spent. The Cabinet Member advised that the associated costs were set out in the Part B report. In addition, the Interim Executive Director Place (Sarah Hayward) advised that there was a schedule of anticipated costs within the Part B report and in relation to the Coast to Capital funding question, a response would be provided outside of the meeting.

The Cabinet moved the recommendation to Exclude the Press and Public (minute no. 123/21) to discuss the Part B report. The Cabinet made the decisions below in Part A following the discussion in Part B.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To

1. Agree to proceed with the novation of the Fairfield Halls refurbishment contracts and associated contracts, with outstanding costs to borne by the Council, once certified by the Quantity Surveyors (Chronos Ltd) (not including any potential additional remedial works)
 - i. Novation of the Principal Contractor (Vinci) building works contract from Brick by Brick to the Council, and financial commitment for outstanding retentions.
 - ii. Novation of the Contract Administrator (MICA Architects) contract from Brick by Brick to the Council.
 - iii. Novation of the Quantity Surveying (Chronos Ltd) contract from Brick by Brick to the Council.
 - iv. Novation of other professional services contracts from Brick by Brick to the Council.
 - v. Assignment of completed contracts warranties and guarantees.
2. Note:
 - i. The recommendations above could not be made under delegated authority (as envisaged in the May Cabinet report) due to its potential overall value
 - ii. Brick By Brick will continue to pay relevant contractors on the Council's behalf whilst the recommended novations are completed, from 1st April and forecasted to August 2021 these payments are under £50,000 (managed under delegated authority)
 - iii. The progress of the non-intrusive survey works

120/21

Governance of Croydon Council Companies

The Cabinet Member for Resources & Financial Governance (Councillor Callton Young) advised that until now, there had been a lack of coordination and consistency in relation to strategic oversight, governance, monitoring, reporting and company administration arrangements. The recommendations contained within the report sought to rectify those issues.

The Cabinet Member advised that the principal measure would be to establish Croydon Companies Supervision and Monitoring Panel (CCSMP), chaired by the Section 151 Officer with permanent support

from the Director of Law and Governance, Monitoring Officer and Director of Commercial Investment and Capital. The meetings of the CCSMP would be attended by council nominated directors and member representatives, with other officers invited from time to time.

Members were informed that the report responded to recommendation 20 of the Report in the Public Interest, that stated: 'The Cabinet and Council should review its arrangements to govern its interest in subsidiaries, how the subsidiaries are linked, the long-term impact of the subsidiaries on the Council's financial position and how the Council's and taxpayers interest is safeguarded'.

The Shadow Cabinet Member for Croydon Renewal (Councillor Jason Cummings) requested clarification as to whether elected Members would sit on, or routinely attend, the CCSMP and additionally requested further information on how the CCSMP would interact with scrutiny and audit functions of the council and what level of visibility there will be of the CCSMPs progress outside of Cabinet. The Cabinet Member clarified that no elected Members would be on the CCSMP and that the Panel will report to Cabinet on a bi-annual basis, as outlined in the paper. It was advised that scrutiny could invite the chair of the Panel to attend meetings.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To

1. Approve the establishment of a Croydon Companies' Supervision and Monitoring Panel (CCSMP) for the purposes and with the responsibilities described in this report.
2. Approve the appointment of the S151 Officer as chair of the CCSMP, with other permanent membership and invited attendees as described in the report.
3. Approve the Terms of Reference for the CCSMP set out at Appendix 2 to the report.
4. Delegate to the s151 Officer in consultation with the Council's Chief Executive the authority to approve the appointment and removal of Council nominated directors from the boards of Group entities in accordance with paragraph 3.5.2 of the report. Group is defined at paragraph 2.2 in the report.
5. Delegate to the s151 Officer the authority to make arrangements for company secretarial, accounting and administration in relation to the Group entities in accordance with paragraph 3.5.3 of the report.

Financial Performance Report - Month 2 May 2021

The Cabinet Member for Croydon Renewal (Councillor Stuart King) advised Cabinet that the report sets out the council's General Fund position at Month 2 (May 2021). The Cabinet Member highlighted that the in-year departmental budget overspend has risen by approximately £600,000 to £4m, principally as a result of a £3m adverse movement within the Place Department. Additionally the identified risks had risen slightly by approximately £200,000, to sit at £11.8m. The Cabinet Member noted that £10m of that were new risks and were not linked to Medium Terms Financial Strategy savings. The Cabinet Member also noted that the report identified potential saving opportunities of £8.8m to mitigate those overspends.

The Cabinet Member acknowledged that the council was not where the Administration had hoped to be in month 2, but that the report demonstrated the continued need for the spend controls to be in place. The Cabinet Member also noted that the council continued to make difficult decisions to address the challenges, and noted that there had been positive change across the departments. The Cabinet Member highlighted that the Health, Wellbeing and Adults department was underspent and that the Resources department was operating within budget. The Cabinet Member noted that the Housing Revenue Account position had improved from the previous month.

The Leader of the Council (Councillor Hamida Ali) noted that there had been positive effects across the organisation.

The Cabinet Member for Resources & Financial Governance (Councillor Callton Young) welcomed paragraph 2.2 of the report that stated, "it is expected and required that services formulate plans to address these overspends over the coming month." Additionally the Cabinet Member welcomed paragraph 3.10, particularly the statement, "Directorates are working up proposals to bring these savings at risk back on track." The Cabinet Member summarised that these statements applied pressure to ensure spending remained on track, and noted his confidence that this would continue throughout the year.

The Cabinet Member requested that the Section 151 Officer elaborate on the work that was being undertaken to keep things on track. In response, the Interim Director of Finance, Investment & Risk and Section 151 Officer (Chris Buss) confirmed that the council was taking a proactive approach as forecasts were received, by challenged council spend and undertook comprehensive comparative work with previous months to ensure reporting was robust. The Interim Director confirmed that their work was planned going forward to robustly challenge savings proposals across the council.

The Shadow Cabinet Member for Croydon Renewal (Councillor Jason Cummings) noted the council's shortfalls in the past and challenged

whether the current performance was good enough. The Cabinet Member for Croydon Renewal clarified that the council continued to work towards delivering services within budget and advised that he took solace in that there were signs that behavioural change was bedding in.

The Shadow Cabinet Member for Resources & Financial Governance (Councillor Simon Hoar) noted that table 3 of the report showed significant sums of risk mitigation through staff reductions and questioned what the estimate was for further staff reductions and therefore costs and spending in the coming months. The Cabinet Member for Croydon Renewal clarified that table 3 identified staffing underspend, linked to reductions that had already taken place. Furthermore, the Interim Director confirmed that at the time, there were no other staffing reductions planned.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To

1. Note the General Fund is projecting a net adverse movement of £0.583m from Period 1. Service departments are indicating a £4.034m overspend with this being netted off against £3.451m release of a one off Covid Grant confirmed to Croydon Council for 21/22 by MHCLG as part of the Local Government Finance Settlement;
2. Note that a further number of risks and compensating opportunities may materialise which would see the forecast year-end variance change and these are reported within Section 3 of this report. Should these risks materialise or the mitigations not be effective the Council could overspend by £3.676m;
3. Note the Housing Revenue Account (HRA) is projecting a £1.595m overspend for 2021/22. If no further mitigations are found to reduce this overspend the HRA will need to drawdown reserves from HRA balances;
4. Note the capital spend to date for the General Fund of £3.071m (against a budget of £176.005m) and for the HRA of £5.701m (against a budget of £127.412m);
5. Note, the above figures are predicated on forecasts from Month 2 to the year end and therefore could be subject to change as forecasts are refined and new and updated information is provided on a monthly basis. Forecasts are made based on the best available information at this time; and
6. Note that whilst the Section 114 notice has formally been lifted, the internal controls established as part of the S114, such as the Spend Control Panel remain. However, restrictions have been lifted

for ring-fenced accounts such as the Pensions Fund, Housing Revenue Account and Coroner's Costs as these do not impact on the financial position of the General Fund. The Spending Control Panel which was set up at the beginning of November 2020 continues to meet on a twice daily basis.

122/21

Croydon Renewal and Improvement Plan - Performance Reporting Framework & Measures Update

The Leader of the Council (Councillor Hamida Ali) noted that the report provided an update to Cabinet on the work to develop a new performance reporting framework with a full report was expected to be available from September 2021. The Leader reminded Cabinet that this was a key action in the Council's Action Plan, in response to the Report in the Public Interest, to develop a monthly finance, performance and risk report. The Leader asked Members to review paragraph 4.3, which sets out the progress since the June 2021 Cabinet meeting.

The Shadow Cabinet Member for Croydon Renewal (Councillor Jason Cummings) requested access to the report in to the use of Transformation Funding. In response, the Interim Director of Finance, Investment & Risk (Chris Buss) advised that the report would form part of the external auditors report on the 2019/20 Accounts and that once received would be taken to the General Purposes & Audit Committee.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To

1. Note the progress that has taken place with regard to the development of the FPR report alongside a suite of reports in order to improve the corporate offer.
2. Review the corporate FPR report (appendix A) as at 31 May 2021 with regard to performance measures.
3. Note the progress made with programmes and projects in relation to milestones, deliverables and issues
4. Note the progress made against Savings and growth targets as identified in the CRP

123/21

Exclusion of the Press and Public

The following motion was moved by Councillor Oliver Lewis and seconded by Councillor Stuart King to exclude the press and public:

"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 paragraph 3 indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended.”

The motion was put and it was agreed by the Committee to exclude the press and public for the remainder of the meeting.

124/21

Novation of building works and profession services contracts from Brick by Brick for Fairfield Halls

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To

1. Agree to proceed with the novation of the Fairfield Halls refurbishment contracts and associated contracts, with outstanding costs to borne by the Council, once certified by the Quantity Surveyors (Chronos Ltd) (not including any potential additional remedial works)
 - i. Novation of the Principal Contractor (Vinci) building works contract from Brick by Brick to the Council, and financial commitment for outstanding retentions.
 - ii. Novation of the Contract Administrator (MICA Architects) contract from Brick by Brick to the Council.
 - iii. Novation of the Quantity Surveying (Chronos Ltd) contract from Brick by Brick to the Council.
 - iv. Novation of other professional services contracts from Brick by Brick to the Council.
 - v. Assignment of completed contracts warranties and guarantees.
2. Note:
 - vi. The recommendations above could not be made under delegated authority (as envisaged in the May Cabinet report) due to its potential overall value
 - vii. Brick By Brick will continue to pay relevant contractors on the Council’s behalf whilst the recommended novations are completed, from 1st April and forecasted to August 2021 these payments are under £50,000 (managed under delegated authority)
 - viii. The progress of the non-intrusive survey works

The meeting ended at 9.04 pm

Cabinet

Meeting held on Monday, 16 August 2021 at 6.30 pm in Council Chamber, Town Hall, Katharine Street, CR0 1NX. To view the meeting webcast <https://webcasting.croydon.gov.uk/croydon/meetings/12904>

MINUTES

- Present:** Councillors Hamida Ali, Stuart King, Muhammad Ali, Janet Campbell, Oliver Lewis, Manju Shahul-Hameed and Callton Young
- Also Present:** Councillors Alisa Flemming, Janet Campbell, Jason Perry, Jeet Bains, Jason Cummings, Maria Gatland, Lynne Hale, Andy Stranack, Sean Fitzsimons, Robert Ward, Pat Clouder, Jerry Fitzpatrick, Leila Ben-Hassel, Patsy Cummings, Maddie Henson, Bernadette Khan and David Wood
- Officers:** Doutimi Aseh (Interim Director Law & Governance)
Kiri Bailey (Solicitor)
Kerry Crichlow (Programme Director – Children’s Improvement)
Matthew Davis (Deputy Section 151 Officer)
Nick Gracie-Langrick (Private Sector Housing Manager)
Sarah Hayward (Interim Executive Director Place)
Stephen Hopkins (Head of Children and Adults Placement and Brokerage)
Robert Hunt (Assets Manager)
Asmat Hussain (Interim Executive Director Resources)
Steve Iles (Director of Public Realm)
Elaine Jackson (Interim Assistant Chief Executive)
Debbie Jones (Interim Executive Director Children, Families & Education)
Katherine Kerswell (Chief Executive)
Roisin Madden (Interim Director of Early Help and Children’s Social Care)
Annette McPartland (Director of Operations)
Carol Squires (Head of Economic Development)
Stephen Tate (Director of Growth, Employment & Regeneration)

PART A

125/21

Disclosure of Interests

Councillors Young, Shahul-Hameed and Hay-Justice declared pecuniary interests in item 128/21 (Tackling problems in the borough's private rented sector and helping make Croydon the 'Better Place to Rent') and did not participate in the discussion and vote on the item.

126/21

Urgent Business (If any)

There were no items of urgent business.

127/21

Libraries Consultation Phase 2 Results

The Leader of the Council (Councillor Hamida Ali) advised Members that the report had been published following the statutory deadline (on 10 August 2021) as the council wanted to ensure that residents had time to respond to the consultation and for those responses to be properly considered in the report.

The Cabinet Member for Culture & Regeneration (Councillor Oliver Lewis) began by thanking officers for their work in ensuring the results of an extensive consultation were reported to Cabinet. It was noted that the report set out the plans for the future of the library service which had been consulted on widely with residents across the borough. The Cabinet Member stated that no libraries would close as the Administration recognised the importance of the service to residents and communities.

Members were informed that over 1,400 responses had been received during the second phase of the consultation, in addition to the 2,500 responses received during the first phase. Responses had shown that residents did not want libraries to close, nor for the service to be outsourced as had been previously done. It was stated by the Cabinet Member that the libraries would remain open and run by the council with revised opening hours, and that the council would look to continue to deliver a high quality and engaging service.

The Cabinet Member for Resources & Financial Governance (Councillor Callton Young) reflected that libraries were incredibly important and stated that he was pleased that the council had found a way to keep the libraries open. It was noted that there were 15 full time positions in the service, however five of those positions were vacant. In terms of the remaining positions, the Cabinet Member sought confirmation that the council would work with the unions. In response, the Cabinet Member for Culture & Regeneration confirmed that the council had engaged with the unions throughout the process.

It was noted by the Shadow Cabinet Member for Culture & Regeneration (Councillor Jeet Bains) that the report referred to £0.5 million of savings would be achieved through the proposed changes to the library service, but queried what the cost would be to young people's education and residents. The Cabinet Member, in response, stated that it was important that the council lived within its means which had meant that savings had been sought across the council; including the library service. It was stressed by the Cabinet Member that the council wanted to work with communities and the voluntary sector to ensure creative use of the library spaces.

The Leader of the Opposition (Councillor Jason Perry) stated that Cabinet Members should not be congratulating the fact that libraries would not close under the proposed plans, but should be apologising to residents as all libraries would be impacted by the proposals. In response, the Leader of the Council noted that the Opposition had been calling on the council to live within its means which it was seeking to achieve. Furthermore, it was suggested by the Leader that the Government should apologise for the cuts it had imposed which had impacted the council's ability to deliver such services. The Leader noted that communities wanted to work with the council to make use of the service and facilities available.

The Cabinet Member for Culture & Regeneration further highlighted that library services nationally had been impacted by austerity, with a number being closed. It was stressed that the council had worked hard to maintain all libraries and had worked with communities to ensure they were involved in the decision making process. Furthermore, it was stated that the council hoped to continue to work with communities to ensure an engaging service was provided.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To

- 1 Consider the outcome of the consultation for second phase and the considerations arising from the consultation as detailed within the report and appendices to the report including in relation to the Public Sector Equality Duty, the Equality Assessment and the recommended option following consultation;
- 2 Consider the assessment regarding delivery of a statutory Library Service in accordance with the requirements of Section 7 of the Libraries and Museums Act 1964 if option one is recommended to Full Council for approval;
- 3 Agree to recommend to Full Council that it:
 - 3.1 Consider the outcome of the consultation and the consultation responses as set out in Appendix 1 and the assessment of those responses.
 - 3.2 Consider the equalities assessment at Appendix 2 and the Public Sector Equality Duty (PSED) requirements under Section 149 of the Equalities Act 2010 as detailed in paragraph 10;
 - 3.3 Consider the assessment regarding the Council's ability to deliver a statutory library service in accordance with the requirements of Section 7 of the Libraries and Museums Act 1964 if the recommended option is agreed;
 - 3.4 Having due regard to the contents of Appendices 1 and 2 and the assessment referenced in 1.3.3, agree that it

implement changes to the statutory Library service by reducing hours by an average of 21% across the borough as detailed in paragraphs 3.13 achieving £506,980 of savings.

4. Note that a delegation will be sought from Full Council regarding the implementation of the recommended option and further engagement with service users of the boroughs' 13 Libraries regarding the implementation at individual sites.
5. Note the intention for officers to commence further work to assess income generating opportunities and efficiencies within the Libraries service as detailed in paragraphs 5.4 of the report.

128/21

Tackling problems in the borough's private rented sector and helping make Croydon the 'Better Place to Rent'

The Cabinet Member for Croydon Renewal (Councillor Stuart King) informed Members that the private rented sector provided homes for 1/3 of households in the borough; with the number doubling in the previous ten years. Whilst many landlords in Croydon provided good quality accommodation, there remained a significant minority who left tenants in unacceptable living conditions.

Members were informed that in 2015, the council had applied for a borough wide selective licensing scheme for the private rented sector which had undertaken proactive checks to ensure landlords and agents for over 38,000 properties met key housing, environmental and safety standards. Under the scheme, the council had served over 1,000 enforcement notices and ensured 75 offending landlords were banned from holding a licence. Furthermore, the council had taken over 20 cases to court for the most serious of offences.

The Cabinet Member stated the scheme had enabled the council to carry out much needed proactive work in the borough in order to protect tenants and ensure that Croydon was a better place to rent. The scheme had run until November 2020 and a detailed application for a new scheme had been submitted to government for approval, however the Secretary of State refused the application in June 2021. Members were advised that there was no right for appeal and so the council had little choice but to accept the decision. However, it was stated that did not mean the council was willing to accept the continuation of poor quality housing in the borough and the report set out steps the council would take; including reviewing the options available to the council to manage poor quality housing and anti-social behaviour.

The Cabinet Member for Sustainable Croydon (Councillor Muhammad Ali) noted that the one of the key points in the report was in relation to the environmental impact of the selective licensing scheme which the council no longer had influence over following the rejection from the Secretary of State. It was further noted that the council had been criticised for its

application and the Cabinet Member requested details of the process leading up to the submission of the application to assure residents that everything had been done to submit a meaningful application. In response, the Cabinet Member for Croydon Renewal reflected that he was not aware of the Secretary of State visiting the borough to understand the impact of the scheme and whilst the Administration was confident it had submitted a strong application with a clear evidence base; there was no right of appeal against the decision of the Secretary of State.

The Cabinet Member for Families, Health & Social Care (Councillor Janet Campbell) queried what the implications were for vulnerable residents in the private rented sector given the decision to refuse a selective licensing scheme. It was noted by the Cabinet Member for Croydon Renewal that within the submission that poor housing conditions were prevalent within Croydon's private rented sector. Furthermore, it was highlighted that a number of children and disabled residents lived in the private rented sector and the previous scheme had enabled the council to be more proactive rather than reactive to support tenants.

Antisocial behaviour was also highlighted and the Cabinet Member reflected on the impact and trauma this could cause residents. Under the previous scheme the council had been able to carry out almost 16,000 antisocial behaviour investigations.

In response to a query from Councillor Leila Ben-Hassel, the Cabinet Member stated that he was not aware of the Secretary of State approving any borough-wide schemes, but that he was aware that borough-wide schemes across the country had been refused. He further suggested that had he been the Secretary of State he would have wanted to visit the borough to understand directly from officers the value of the scheme in protecting vulnerable residents. Concerns were raised that without the scheme the 75 landlords who had previously been banned would be able to start renting substandard properties once more.

The Shadow Cabinet Member for Homes (Councillor Lynne Hale) stated the report exposed the issue that the council did not have a plan B in place should the application be refused. Whilst she did not doubt the work undertaken by officers in developing the scheme, she stated that the Secretary of State had made the decision because it had failed to meet statutory criteria, lacked an up-to-date housing strategy and failed to provide the required quality evidence. In light of this, the Shadow Cabinet Member suggested the council needed to take responsibility for failing to submit an application which met the required standards. Furthermore, the Shadow Cabinet Member suggested the council was, itself, a slum landlord due to the conditions experienced by tenants at Regina Road and queried whether the council would take itself to court for failing to provide good quality homes. Additionally, the Shadow Cabinet Member requested details of the risk to budgets and impact on staffing following the refusal by the Secretary of State for a selective licensing scheme.

In response, the Cabinet Member for Croydon Renewal stressed that the council had apologised for the conditions experienced at Regina Road and immediate action had been undertaken to address the issues. However, alongside the action taken by the council in relation to its own properties, action would also be taken to address poor standard in all homes and to support tenants. In terms of the financial impact, the Cabinet Member advised that this was set out in the Financial Implications section of the report. Furthermore, the Interim Executive Director Place (Sarah Hayward) advised Members that £850,000 of savings had been identified and vacant posts had not been filled.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To

1. Note the content of the letter from the Secretary of State at Ministry for Housing Communities and Local Government, dated 7 June 2021, at Appendix A of the report, which sets out the decision to refuse the application submitted by the Council on 20 July 2020 for confirmation of two selective licensing schemes in the Borough.
2. Note that as a consequence of the refusal decision in 1 that the two selective licensing designations made by Cabinet on the 11th May 2020 do not come into force.
3. To agree that the council takes steps to review its position to the known issues in respect of conditions and anti-social behaviour in the borough's private rented sector as detailed in section 5 of the report and to thereafter present proposals for Members' further consideration.
4. Note the proposed timescales for data gathering and forming of options as detailed in section 6 of the report.

129/21

Unaccompanied Asylum Seeking Children Update

The Leader of the Council (Councillor Hamida Ali) apologised that the report was published following the statutory deadline on 13 August 2021 due to the council waiting for a response from the government, which was unfortunately not received.

The Leader thanked officers, in particular Kerry Crichlow, and Margaret Lee from the Improvement & Assurance Panel for all their work during the discussions with government departments. Work had been undertaken to demonstrate that there was an unfunded budget gap which Croydon had borne unlike any other council in the country. It was noted that the view was held by not just Croydon Council, but also the Panel and the Children's Improvement Board.

That the council had not heard from government was for the Leader disappointing, despite the consensus from all involved in the council. It was stated that the council was at risk of further government intervention, should it overspend and break the terms of the capitalisation direction. Additionally there remained a risk to children services as a whole and the support which could be provided to all children.

The Leader thanked colleagues from across London for their collaboration and commitment and those from outside of London who had provided support to Croydon. Members were informed that the Leader had written to the relevant Secretaries of State to ensure they were clear on the position facing Croydon and that she supported the work of officers in the discussions which had taken place over a number of months.

The Leader noted the events which were taking place in Afghanistan and informed Members that she had asked officers to ensure they were doing all they realistically could, as part of the national effort to support families who had risked so much.

The Cabinet Member for Children, Young People & Learning (Councillor Alisa Flemming) reflected on the impact of recent events on the people of Afghanistan and the continued support, of not just the borough but nationally, to ensure the safety of those at the point of need.

It was stated that the report gave an update following the report taken to Cabinet in June 2021 and the council's continued request for fair funding. Assurances had been sought that exceptional costs would be funded to cover the costs of caring for the nation's children. Whilst a decision had not been received from government, the Cabinet Member stated that she remained hopeful that the council would receive the appropriate funding as the funding gap was at £2.3 million but would rise to £7 million over the following three years. Given the council's financial position, the Cabinet Member concluded that the council could no longer afford to meet the pressure without appropriate funding.

Councillor Robert Ward highlighted section 2.2 of the report which noted that the Children & Young People Scrutiny Sub-Committee, along with others, had worked through the model of assumptions and it was felt that this had resulted in more accurate and robust figures. It was stated that Croydon carried a disproportionate burden and the effectiveness of the revised national transfer scheme was also highlighted. Councillor Ward informed Members that the Scrutiny Sub-Committee supported the monthly monitoring and thanked officers for their work.

The Shadow Cabinet Member for Children, Young People & Learning (Councillor Maria Gatland) noted that Croydon had always experienced a disproportionality high level of UASC due to the location of Lunar House in the borough and the Opposition group had always supported the call for fair funding. It was suggested that the Opposition would continue to support the request to government, but stated that there needed to be

confidence in the data provided. The Shadow Cabinet Member stated that previously the funding gap had been presented as being near £7 million. Officers and the Scrutiny Sub-Committee were thanked for their work to reach a point where the figures could be agreed by all.

Concerns were raised that children services had been cut and many staff were leaving the council particularly in light of the need to ensure all vulnerable children were safeguarded and protected. In light of the concerns raised, the Shadow Cabinet Member queried when Members would receive assurance that the figures were accurate and what would happen should the council be unable to support any further UASC.

In response, the Leader reflected that it was reassuring that there remained a cross party consensus to the basic principle for the need for fair funding. In terms of being unable to support UASC, the Leader stated that there had been constructive conversations with government and the council hoped a response would be received.

The Cabinet Member thanked the Shadow Cabinet Member for the acknowledgement that Croydon faced a disproportionate impact and that a resolution had been sought for some time. It was however, stressed that the council was at a point where it could no longer support the position it was in and a decision from government was required. In terms of questions on the impact if Croydon stopped taking in UASC, the Cabinet Member stressed that there would be human costs to such a decision.

Members were informed that the paper set out the financial position which had been reviewed by the Improvement & Assurance Panel, the Children's Improvement Board and government departments, however it was noted that the figures fluctuated. It was noted by the Cabinet Member that at that point the council was experiencing a reduction, but it was anticipated figures would rise as more young people arrived at Lunar House.

The Cabinet Member stressed that there was a need for real urgency as the financial pressures could not remain as they were, as had been outlined in the report. She, however, welcomed the ongoing negotiations and reiterated that she was hopeful that a resolution could be found which was the best solution for Croydon. It was highlighted that the borough had a rich diversity and the council wished to ensure the safety of all children, however it was the duty of the council to ensure the delivery of good and safe services for children.

The Interim Executive Director for Children, Families & Education (Debbie Jones) advised that her comments as the statutory Director of Children Services were included in the report. It was noted that it was unusual for such comments to be made but they reflected the seriousness of the position facing Croydon, which Members were informed were acknowledged by government. Whilst the situation was acknowledged,

the Interim Executive Director advised Members that the council required the pressures to be alleviated.

Members were advised that the figures contained at table 1 of the report reflected a moving population; both in terms of children moving to being Care Leavers at the age of 18 and also the significant reduction in UASC arriving in Croydon which had been witnessed during the pandemic. The Interim Executive Director advised, however, that increased pressure had been experienced in Kent which would be reflected in London in due course.

The Interim Executive Director advised Members that Croydon had received considerable support from London boroughs which had helped the situation in recent months. Additionally, help had been received from government departments in terms of the assessment team.

In response to concerns raised in relation to the figures set out in the report, the Interim Executive Director confirmed that they had been reviewed line by line and everyone was assured that the budget pressure was £2.3 million at that moment in time. It was further highlighted that Croydon, along with other children services departments were facing budget pressures in relation to the impact experienced by the end of the pandemic and increased demand.

Members were advised by the Interim Executive Director that at section 5 of the report it was stated that if in year savings were required, there would be a reduction in agency staffing and vacancies would not be filled. The Interim Executive Director advised that would impact on the delivery of children services and as the statutory director she would not recommend such a course of action.

It was noted by the Shadow Cabinet Member for Homes (Councillor Lynne Hale) that the latest deep dive had shown that significant savings could be made and queried how the council would ensure ongoing pressures were maintained and that additional costs were not incurred. In response, the Cabinet Member stated that the council could not ensure it controlled budget pressures unless the national transfer scheme became mandatory. At present, it was stressed, that the council could not guarantee how many young people would present at Lunar House which Croydon would need to take responsibility for. Given the situation, the Cabinet Member concluded the council needed appropriate funding until the overall situation of the care of the nation's children was addressed.

The Leader noted that the report set out that there was consensus that the figures were accurate. Whilst a mandatory scheme would resolve the situation, the Leader reflected that it was not a position the government appeared to want to take, as such financial alleviation was the only option which would make a difference.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To

1. Note the actions taken since the June 2021 Cabinet meeting including the revised forecast budget gap of £2.357m in 2021-22 due to the disproportionate number of unaccompanied children and care leavers in Croydon's care, rising to £7.149m over the MTFs period, 2021-24.
2. Note the concerns raised by statutory Director of Children's Services, endorsed by the Improvement and Assurance Panel and the Chair of the Children's Continuous Improvement Board, of the damaging impact of further savings on the Council's children's services in the light of the existing MTFs savings plans across all council services.
3. Note the advice from the statutory Director of Children's Services on the safety of children's services if additional in-year savings are required to be made and instruct officers to draw up legal advice to Cabinet on all options to limit the council's exposure to financial risk.
4. As the council is still to hear from HM Government in regard to additional funding and the fact that the pre-election period begins on 30th August 2021, cabinet delegate authority to the Leader of the Council, the Cabinet Member for Children, Young People and Learning, the Chief Executive and the interim Executive Director, Children, Families and Education to take the necessary steps to address the in-year cost pressures set out in Table 1 of the report.
5. Note that the Leader of the Council will write to the relevant Secretaries of State to underline the strength of Croydon's case for additional support due to its exceptional circumstances and to request an urgent meeting.

130/21

Phase 4: Additional Restrictions Grant (Discretionary)

The Cabinet Member for Communities, Safety & Business Recovery (Councillor Manju Shahul-Hameed) informed Members that during the pandemic the government announced business grant schemes which were to be administered by councils. The report highlighted the work of one such grant scheme, the Additional Restrictions Grant, and the work which had been completed by officers to distribute £11 million by 30 July 2021. It was noted that Cabinet were being asked to approve the proposed criteria and implementation of phase four of the grant funding with an allocation of £2.67 million.

It was stated that the grants had continued to support local businesses to restart and recover from lockdowns, and reduce business reliance on other support provided by the council. The grants had prevented closures and subsequent unemployment.

The Cabinet Member stated that analysis of recent economic data had shown that hospitality and creative sectors needed specific support which reflected qualitative data which had been received from business networks and representatives. It was highlighted by the Cabinet Member that Croydon was the first borough to allocate additional restrictions grant specifically for black and Asian minority ethnic businesses.

The Cabinet Member for Resources & Financial Governance (Councillor Callton Young) noted that £11.2 million had been provided in grants and queried what the impact had been on those businesses in receipt of the grants. Furthermore, he noted that paragraph 6.3 of the report stated that funding would be monitored and evaluated against key outcomes and queried the governance which was in place to ensure evaluation took place.

In response to the questions, the Cabinet Member for Communities, Safety & Business Recovery stated that the grants were an iterative process which coincided with criteria setting and business grant allocation. Case studies had been undertaken as part of the Love Croydon Shop Local campaign. It was noted that the hospitality and nighttime economy had been badly affected by the pandemic and so the council had introduced an evening and nighttime economy grant. That funding had been allocated within three days and so a further grant was introduced for district centres. Members were further informed that the nighttime economy grant had been evenly allocated across the borough and did not focus only on the town and district centres.

The growth and innovation grant was also noted by the Cabinet Member as this grant process had been revised following feedback from businesses.

The Director of Growth, Employment & Regeneration (Stephen Tate) advised Members that data and feedback was key in ensuring the grant process was a success. The council had built upon information and data it had and data it had received from London Councils and the South London Partnership. It was noted that it had been a discretionary fund which had enabled the council to shape and adapt the fund depending on feedback.

The Shadow Cabinet Member for Communities, Safety & Business Recovery (Councillor Andy Stranack) stated that he was very grateful to the government for the grant monies it had provided to Croydon. Concerns were raised that there had been cases of young people stealing in Central Parade and that following him raising concerns the Police were conducting patrols. It was noted that the report stated one of the priorities of the scheme had been to alleviate geographical deprivation, as such the

Shadow Cabinet Member requested that the £10,000 allocated to New Addington be increased in light of it being one of the most deprived areas.

In response, the Cabinet Member stated that staff had worked tirelessly to ensure funds reached businesses across the borough. It was reported that a video had been recorded with Ken Burgess (Director and Chairman of the New Addington Central Parade Business Partnership) in relation to the support the council had provided, which was due to be published by the council's Communications team the following day.

The Cabinet Member noted that the criteria set by the government had changed from having to distribute all the grants by March 2022 to July 2021; which the council had achieved. Due to the success, the council had been allocated a further £2.6 million and it was the ambition to support all the businesses which had fallen through the cracks.

It was stated by the Cabinet Member that all London boroughs had struggled with the criteria set by the government, but the council had worked to that criteria and had worked with businesses to ensure additional support was available. Support, it was further noted, was being provided to not just existing businesses but to start-ups who wanted to make use of empty units also. Should the council receive additional funding, the Cabinet Member offered to work with the Shadow Cabinet Member to provide more funding for New Addington.

It was noted by the Cabinet Member for Croydon Renewal (Councillor Stuart King) that the Leader of the Council and the Croydon Chamber of Commerce had written to the Chancellor of the Exchequer in relation to the doubling of furlough costs to businesses. The impact of the withdrawal of furlough was highlighted by the Cabinet Member for Croydon Renewal as staffing costs would increase which would lead to businesses having to decide whether to retain staff, and the Cabinet Member stressed the council needed to do all it could to support businesses.

In addition to the issues in relation to the cost of furlough, the Cabinet Member for Communities, Safety & Business Recovery highlighted the impact on mental health which would require additional support. Business rate relief was further highlighted as a problem and the Cabinet Member called on the Opposition to work with the Administration to challenge the government to ensure support was provided to businesses, communities and residents.

The Cabinet Member for Resources & Financial Governance (Councillor Callton Young) noted that since 2010 the council had received £144 million less from the government due to a 75% reduction in core funding. He challenged that the government could not take money and not return it when such an amount would support the borough during such a challenging period.

Challenges in relation to what was felt to be a bureaucratic system for applying for grants were received from the Leader of the Opposition (Councillor Jason Perry). It was stated that the council was in the bottom 10% of the country for delivering the grants in a timely manner. He challenged how businesses could trust the council given policies to remove free parking and increase street trading fees would impact on them. He further raised concerns that he felt that the council continually criticised the government and did not take responsibility

It was highlighted by the Cabinet Member for Communities, Safety & Business Recovery that over £93 million of grants had been distributed by the council due to the hard work of officers. Additionally, she stated that phase two of the grants had been the most open within London as it supported any business from any sector as long as the business was based in Croydon and had a turnover of £15,000. In terms of the challenge that Cabinet criticised the government, the Cabinet Member stated that it often took a number of weeks for the criteria to be released by the government or it was changed during the allocation of grants to businesses which had required staff to continuously adapt. The Cabinet Member concluded by stating that the average turnaround of a grant application was three days.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To

1. Approve the proposed criteria and implementation of phase four of the Additional Restrictions Grant funding allocation, as detailed in the report.
2. Note the outputs that have been created by the previous phases of the Additional Restrictions Grant funding to date.
3. Note that due to the Council's successful allocation of the £11,169,365 of Additional Restrictions Grant funding a further £2,674,867 top up grant will be secured to support businesses in the borough.
4. Delegate to the Interim Executive Director of Place the power to make decisions regarding the operation of the allocation of the £2,674,867 Additional Restrictions Grant, in accordance with the funding guidance established by Government.

131/21

Croydon Business Improvement District (BID)

The Cabinet Member for Communities, Safety & Business Recovery (Councillor Manju Shahul-Hameed) informed Members that the report set out recommendations to support another term of the Croydon Business Improvement District (BID) in their work to drive economic growth in the

town centre. It was noted that the council had supported the work of the BID for 15 years which had seen the local business community interests being put first. The BID had also worked tirelessly during the pandemic to provide additional or improved service for over 500 organisations across the retail, commercial, leisure, hospitality and public sectors.

Members were informed that the council was a key partner and levy payer and would vote in the ballot on the future of the BID. In light of the council's financial pressures, the Cabinet Member highlighted the financial implications in relation to the renewal of the BID; including the ballot process and the administration of billing and collection of the levy. However, it was noted that there no implications to the council's revenue budget from those responsibilities as the costs were recharged to the BID.

The Cabinet Member highlighted that the council paid the levy on eight properties at a costs of over £50,000 per annum. However, it was noted that an important relationship with the BID had been developed which had supported town centre businesses throughout covid-19 lockdowns; including the Raise the Bar campaign. The Cabinet Member stressed that the council and the BID would continue to work together, in partnership, following the renewal of the BID to ensure a real difference was made to the town through initiatives and much needed services.

Matthew Simms (Croydon BID Chief Executive) was welcomed to the meeting to present the Croydon BID proposal for 2022 to 2027. It was highlighted that the resilience of the business community had been tested like never before during the preceding 18 months. The pandemic, it was noted, had accelerated levels of change to the local economy, but had enabled greater collaboration with partners to enable the BID to deliver more support to the business community and to make a difference.

Members were informed that in the previous five years, the BID had been central to supporting the business community by delivering:

- 40,000 extra hours of dedicated policing for the town centre;
- 51,000 hours of patrolling by the ranger team since October 2019;
- 1,000 hours of additional dedicated deep cleaning, graffiti and gum removal;
- 197,500 square meters of thoroughfares had been cleaned;
- 24,500 plants had been planted to provide year round colour;
- 6,000 hours of winter lights on the ten main streets;
- 3,000 hours across 380 days of diverse events and activities;
- 100 new pieces of street art; and
- 20,000 business engagement visits.

The Raise the Bar campaign was highlighted by the BID Chief Executive as a national campaign which had led to a change in policy which had unlocked billions of pounds in financial support for businesses when they needed it most which had been possible due to collaboration. He stated that he was grateful for the support the BID had received from councillors, London Assembly Members, Members of Parliament and council officers.

Going forward, Members were informed the BID's vision was for Croydon to be one of the most vibrant, sustainable, welcoming and culturally diverse locations in South London in which to do business, work, live and visit. It was stated the BID was realistic in terms of the challenges facing the town centre but that it remained optimistic for the future and it would continue to drive forward improvement.

The BID Chief Executive noted that the business plan covered five strategic themes and work would include:

- Putting safety first by working with the Metropolitan Police Service to target business crime. The Ranger team would also be extended to provide assistance and greater visibility;
- Working with the community to tackle the challenge of homelessness;
- Refreshing the streets by providing targeted business cleansing service;
- Transforming neglected areas of the town centre with colour through the installation of planting and delivering activities such as crazy golf and Wimbledon viewing areas; and
- Promoting and marketing Croydon businesses.

As part of the Borough of Culture in 2023, the BID would look to build on the opportunity to champion the interests of the 550 businesses it represented. The BID Chief Executive suggested the organisation was a "one stop shop" for many of its members as it provided communications and championed the economy.

It was noted that Croydon needed certainty in terms of the future of the town centre; as such the BID would work with stakeholders to provide support and attract inward investment. One scheme, Members were informed would be to launch a partnership campaign to reclassify East and West Croydon stations as being in zone four. As part of this, an economic impact assessment would be commissioned. Furthermore, the BID would look to support harnessing the opportunity contained within the borough as it was stated that if there was ever a need for a BID it was then.

The Cabinet Member for Croydon Renewal (Councillor Stuart King) noted that the Croydon BID's track record was impressive and that he felt that there was a good platform in place for them to build upon should the ballot come back positive. The Cabinet Member felt that the vision set out by the BID was one that was vibrant, sustainable, welcoming and culturally diverse, and one which the council could support. He stated that he was keen to see how the Croydon BID could work with the council to deliver the ambitions of the Borough of Culture.

The Cabinet Member for Culture & Regeneration (Councillor Oliver Lewis) noted that it was good to hear what the Croydon BID had achieved and stated that he felt the BID model was a good example of the council,

business communities and other stakeholders working together for the betterment of the town centre. In terms of the Borough of Culture, he stated that he looked forward to working with the BID on a number of initiatives.

In response to the Cabinet Member for Culture & Regeneration's question, the Cabinet Member for Communities, Safety & Business Recovery stated that Members had heard of the positive impact of the BID and as such would support it going forward, including in the ballot during autumn 2021.

The Cabinet Member for Resources & Financial Governance (Councillor Callton Young) queried what the risks were should the ballot not return a yes vote. In response, the Croydon BID Chief Executive stated that a 50% yes vote was required and should that not be achieved then Croydon would lose £4.5 million of investment. Additionally all of the services and initiatives which had been put in place, such as street cleaning, planting, patrols and championing of the local economy would cease.

The Shadow Cabinet Member for Communities, Safety & Business Recovery (Councillor Andy Stranack) wished the Croydon BID luck in the ballot and thanked the BID Chief Executive for his time, vision and work in the borough.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To

1. Agree that on receipt of the Croydon Business Improvement District (BID) agreed proposal for the renewal of the proposed BID activity, the Interim Executive Director for Place in consultation with the Cabinet Member for Communities, Safety & Business Recovery be given delegated authority to:
 - 1.1 Consider on behalf of the Council as billing authority, whether the proposal conflicts with any formal adopted policy of the Council and if it does, give notice of this in accordance with the Business Improvement Districts (England) Regulations 2004 ("the BID regulations");
 - 1.2 Determine whether the Council should support the Croydon BID proposal and to vote on its behalf in the BID ballot. If a no vote is proposed, this will be referred to Cabinet for further consideration;
 - 1.3 Formally manage the ballot process in accordance with the BID regulations;
 - 1.4 That subject to a "yes" vote at ballot:

- a. the Council will act as the relevant billing authority and will manage the billing and collection of the additional levy, and its transfer to Croydon BID;
- b. the Council meet the Council's obligations in paying the extra BID levy, as a non-domestic ratepayer in the BID area, in accordance with the BID regulations over the life of the BID
- c. the Council enter into key operating agreements with the Croydon BID Company regarding the operation of the BID and the delivery of Council requirements and baselines

132/21

Post Covid Vision for the Town Centre

The Cabinet Member for Culture & Regeneration (Councillor Oliver Lewis) stated that the report set out the council's approach to developing, with others, a new vision for the town centre. The global pandemic, it was noted, had caused significant changes to the global retail economy and as such the council needed to seize the initiative to achieve the town centre regeneration which was required. The Cabinet Member set out that the council wanted to work with local people and stakeholders to put together the new vision.

The development of the new vision, the Cabinet Member stated, would be undertaken through a new Advisory Board and community collective. It was noted that there were some great assets within Croydon and it was due to be the Borough of Culture in 2023. It was hoped the new vision would bring together all the positives within the town centre and would forge a new blueprint for the town centre.

The Cabinet Member stated the council had wanted to work with the Croydon Limited Partnership to redevelop the Whitgift Centre, and as a planning authority he stated the council had done all it could to support the development. It was suggested that it was up to the Croydon Partnership to take part in the visioning exercise and to come forward with their revised plans of the town centre which reflected residents' needs. It was, however, stated by the Cabinet Member that everyone must be realistic as the redevelopment would take time but he stressed that he believed that Croydon would emerge stronger from the pandemic.

The Leader of the Council (Councillor Hamida Ali) reflected that the lack of progress in terms of the redevelopment of the town centre would be a concern for all. She stated that her conversations with the Croydon Partnership had reflected the content of a paper published in April 2021; that Croydon remained firmly in their development plans post pandemic. However, it was noted that any redevelopment would be to their timeframe which would not be of much comfort to Croydon residents. It was further stressed that the council had discharged all of its regulatory responsibilities to facilitate the development.

It was time, the Leader stated, for the council to speak to residents and to hear the views of the community in terms of their expectations for the town centre in the context of the economic climate post pandemic. That was notwithstanding that the current owners were the guardians of the site and they had, the Leader noted, responsibilities in that role whilst they developed new plans for the site which took into account the new economic realities. The Leader urged the Partnership to do what they could to ensure that the town centre remained a vibrant place.

The Cabinet Member for Sustainable Croydon (Councillor Muhammad Ali) thanked officer for their work on the report. It was felt that the new vision provided an excellent opportunity to shape the future of the town centre to be ambitious and creative to take advantage of the opportunities post pandemic. One such key opportunity, the Cabinet Member stated, was to embed the recommendations of the Croydon Climate Crisis Commission and he queried whether those recommendations would be integral to the new vision.

In response, the Cabinet Member for Culture & Regeneration stated that the council would be engaging with residents and stakeholders in developing the new vision. It was noted that recent polling had found that climate change had risen dramatically in the public's consciousness and, as such, he was confident that it would feed into the visioning work from residents. He reflected that parks and open spaces may have increasingly important roles in town centres going forward which could support making walking and cycling more appealing. Additionally, it was noted that the materials used in the redevelopment were a further opportunity to ensure that the town centre was as environmentally sound as possible.

The Cabinet Member for Croydon Renewal (Councillor Stuart King) stated that it was right that the council consulted with residents through the proposed community engagement process although he suggested that many residents were fed up with the delay. It was noted that the retail sector had fundamentally changed which had meant the old redevelopment plans were no longer fit for purpose, however he raised concerns that there did not appear to be any urgency from the Croydon Partnership to develop and submit new plans in the near future.

Paragraph 3.11 of the report, it was noted, set out the next steps however the Cabinet Member stated that he hoped that there were more plans than had been set out in that paragraph and that there was more urgency. In particular he highlighted that by the end of 2021 the Partnership would begin work on the principles of a future master plan and suggested that if there was genuine commitment to the development of Croydon that he would expect progress to be quicker.

Whilst the council's options were limited in terms of the retail centre, the Cabinet Member for Croydon Renewal highlighted the town centre was more than just the shopping centre and that there were opportunities to

ensure it remained vibrant, welcoming and successful which the council, it was stated, was committed to supporting.

The Cabinet Member for Culture & Regeneration reflected that all involved were frustrated and had hoped the development of the town had come forward earlier. He stated that he hoped the Partnership would engage in the process and that it was act as a catalyst to pick up the pace in the development of a new master plan but also a meanwhile strategy. It was noted that there were a number of empty units in the town centre and the Cabinet Member suggested that those units could be used for interesting and creative opportunities.

Members were informed by the Chair of Scrutiny & Overview Committee (SOC) (Councillor Sean Fitzsimons) that a Task & Finish Group had been established to look at the town centre as it was felt that the council need to rethink its approach by taking into account the changing nature of the economy. Additionally it was suggested that it was important to ensure that a humane town centre was developed as it was felt the historic centre had been removed during the 1950s developments.

The Cabinet Member for Culture & Regeneration (Councillor Oliver Lewis) stated that the report set out the council's approach to developing, with others, a new vision for the town centre. The global pandemic, it was noted, had caused significant changes to the global retail economy and as such the council needed to seize the initiative to achieve the town centre regeneration which was required. The Cabinet Member set out that the council wanted to work with local people and stakeholders to put together the new vision.

The development of the new vision, the Cabinet Member stated, would be undertaken through a new Advisory Board and community collective. It was noted that there were some great assets within Croydon and it was due to be the Borough of Culture in 2023. It was hoped the new vision would bring together all the positives within the town centre and would forge a new blueprint for the town centre.

The Cabinet Member stated the council had wanted to work with the Croydon Limited Partnership (CLP) to redevelop the Whitgift Centre, and as a planning authority he stressed the council had done all it could to support the development. It was suggested that it was up to the CLP to take part in the visioning exercise and to come forward with their revised plans of the town centre which reflected residents' needs. It was, however, stated by the Cabinet Member that everyone must be realistic as the redevelopment would take time but he stressed that he believed that Croydon would emerge stronger from the pandemic.

The Leader of the Council (Councillor Hamida Ali) reflected that the lack of progress in terms of the redevelopment of the town centre would be a concern for all. She stated that her conversations with the CLP had reflected the content of a paper published in April 2021; that Croydon remained firmly in their development plans post pandemic. However, it

was noted that any redevelopment would be to their timeframe which would not be of much comfort to Croydon residents. It was further stressed that the council had discharged all of its regulatory responsibilities to facilitate the development.

It was time, the Leader stated, for the council to speak to residents and to hear the views of the community in terms of their expectations for the town centre in the context of the economic climate post pandemic. That was notwithstanding that the current owners were the guardians of the site and they had, the Leader noted, responsibilities in that role whilst they developed new plans for the site which took into account the new economic realities. The Leader urged the Partnership to do what they could to ensure that the town centre remained a vibrant place.

The Cabinet Member for Sustainable Croydon (Councillor Muhammad Ali) thanked officers for their work on the report. It was felt that the new vision provided an excellent opportunity to shape the future of the town centre to be ambitious, creative and to take advantage of the opportunities post pandemic. One such key opportunity, the Cabinet Member stated, was to embed the recommendations of the Croydon Climate Crisis Commission and he queried whether those recommendations would be integral to the new vision.

In response, the Cabinet Member for Culture & Regeneration stated that the council would be engaging with residents and stakeholders in developing the new vision. It was noted that recent polling had found that climate change had risen dramatically in the public's consciousness and, as such, he was confident that it would feed into the visioning work from residents. He reflected that parks and open spaces may have increasingly important roles in town centres going forward which could support making walking and cycling more appealing. Additionally, it was noted that the materials used in the redevelopment were a further opportunity to ensure that the town centre was as environmentally sound as possible.

The Cabinet Member for Croydon Renewal (Councillor Stuart King) stated that it was right that the council consulted with residents through the proposed community engagement process although he suggested that many residents were fed up with the delay. It was noted that the retail sector had fundamentally changed which had meant the old redevelopment plans were no longer fit for purpose and raised concerns that there did not appear to be any urgency from the CLP to develop and submit new plans in the near future.

Paragraph 3.11 of the report, it was noted, set out the next steps however the Cabinet Member stated that he hoped that there were more plans than had been set out in that paragraph and that there was more urgency. In particular he highlighted that by the end of 2021 the Partnership would begin work on the principles of a future master plan and suggested that if there was genuine commitment to the development of Croydon that he would expect progress to be quicker.

Whilst the council's options were limited in terms of the retail centre, the Cabinet Member for Croydon Renewal highlighted the town centre was more than just the shopping centre and that there were opportunities to ensure it remained vibrant, welcoming and successful which the council, it was stated, was committed to supporting.

The Cabinet Member for Culture & Regeneration reflected that all involved were frustrated and had hoped the development of the town had come forward earlier. He stated that he hoped the Partnership would engage in the process and that it was act as a catalyst to pick up the pace in the development of a new master plan but also a meanwhile strategy. It was noted that there were a number of empty units in the town centre and the Cabinet Member suggested that those units could be used for interesting and creative opportunities.

Members were informed by the Chair of Scrutiny & Overview Committee (SOC) (Councillor Sean Fitzsimons) that a Task & Finish Group had been established to look at the town centre as it was felt that the council need to rethink its approach by taking into account the changing nature of the economy. Additionally it was suggested that it was important to ensure that a humane town centre was developed as it was felt the historic centre had been removed during the 1950s developments.

Concerns were raised in relation to the section of the report which discussed permitted development as the Chair of SOC felt that the policy had removed council's ability to ensure high quality housing was provided in old office blocks and had instead led to units being created which did not meet planning standards. It was noted that the Article 4 expired in 2022 and concerns were raised that it posed a severe risk on the town's future prosperity. In light of this, the Chair of SOC urged the council to start considering whether to apply for new Article 4.

The Cabinet Member for Culture & Regeneration welcomed scrutiny's involvement and stressed that the visioning exercise was due to be an open process. In terms of permitted development, the Cabinet Member stated that he agreed that all too often office facilities were being converted into poor quality housing, however he stated that the council had to be realistic in terms of the resources required for an Article 4 submission and the likely success.

The Shadow Cabinet Member for Culture & Regeneration (Councillor Jeet Bains) suggested the report was a catalogue of failures and queried whether the Cabinet Member should admit that the Administration had run the town into the ground. In response, the Cabinet Member stated that the council had done all it could as a planning authority; it had delivered planning consents and compulsory purchase orders. He stressed that it was private companies who had failed to act on those consents and bring forward the development. The report, it was noted, sought to ensure an open process to help with creating a new vision for the town centre and

the Cabinet Member reiterated that all were invited to be involved in the process.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To

1. Agree the setting up of an Advisory Town Centre Board, in principle, with Council representatives being the Leader (Chair) and the Cabinet Member for Culture & Regeneration; and delegate authority to finalise the terms of reference to the Interim Executive Director of Place, in consultation with the proposed stakeholders, members and Chair.
2. Agree the delivery of a community engagement programme for the town centre, and the North End area in particular to build on and help deliver the vision as set out in the Local Plan.
3. Agree the setting up of a Croydon Urban Room within the town centre as a focus and platform for community, business and stakeholder engagement.
4. Agree a budget of up to £50,000 funded from central Government's Welcome Back Fund, to kickstart the community, business and stakeholder engagement.
5. Agree the preparation of a Recovery and Regeneration Plan as a non statutory document for the town centre.
6. Note the contents of the report and on the basis of the activities of Croydon Limited Partnership (CLP) in preparing short, medium and long term plans for the redevelopment of the Whitgift Centre, that legal instruction is initiated for the transfer to Whitgift Limited Partnership of land acquired through the Compulsory Purchase Order (CPO).

133/21

Financial Performance Report – Month 3 (June 2021)

The Cabinet Member for Croydon Renewal (Councillor Stuart King) noted the report set out the council's budget position at the end of month three (June 2021). It reported that there had been an overspend of just over £20,000 at the end of Q1; as such the Cabinet Member was pleased to announce the budget remained balanced following an improvement of almost £600,000 since month 2.

Departments, it was noted, were forecasting underspends and the Cabinet Member thanked them for their work. It was highlighted that the Place department continued to forecast an overspend, but that there had been a £500,000 improvement since the previous month.

The Cabinet Member brought to Members attention that in addition to improved financial management and governance arrangements, the council had begun to identify budget risks; such as those related to the end of support provided during the pandemic. It was noted that the report included the identified risks, mitigations and saving options which had been identified.

It was highlighted that at the equivalent point in 2020/21 the council was overspent by £49 million by Q1 and the Chief Executive (Katherine Kerswell) and her team were thanked for all the work which had been undertaken to get the council to a point of an overspend of £20,000 at Q1 in 2021/22. The Cabinet Member stated that this was in the face of the council's core funding being cut by 76%, the impact of Covid-19 and an unfair funding formula.

Tribute was paid to the Interim Director of Finance, Investment & Risk (Chris Buss) by Cabinet for all of his work as the Interim Section 151 Officer in navigating the council through such a financially challenging period. The Deputy Section 151 Officer (Matthew Davis) was also thanked for his work in supporting the council to reach its position. Members were advised by the Chief Executive that the council had appointed a new Interim Director of Finance, Investment & Risk (Richard Ennis) who was due to begin on 23 August 2021.

The Cabinet Member for Resources & Financial Governance (Councillor Callton Young) highlighted that favourable movement had been seen in all departmental budgets, except for Housing & Gateway which was explained at paragraph 4.3 of the report as being due to increased demand in temporary and emergency accommodation.

Whilst it was still early days the shift was welcomed by the Leader of the Council (Councillor Hamida Ali). A real cultural change within the organisation had been required and it was hoped that the start of that change was being seen as it was noted that it was a challenge to set a balanced budget, but it was whole different challenge to deliver it.

The Shadow Cabinet Member for Croydon Renewal (Councillor Jason Cummings) echoed the thanks given to Chris Buss for his work at the council and noted that, having been on the recruitment panel, he was confident that the council had appointed someone comparable in Richard Ennis. In terms of the report, the Shadow Cabinet Member raised concerns that whilst there had been positive movement, it was important that the context was kept in mind that the budget was only balanced due to a £50 million loan from the government. As such, it was highlighted that there was a huge way to go before the council was able to fully balance a budget. Furthermore, concerns were raised in terms of the tone of Cabinet Members as it was suggested that they were blaming the government for the issues faced by the council.

The Shadow Cabinet Member noted there were £8.4million of risks identified in the report and £7.8 million of potential mitigations identified through Covid-19 funding. The Shadow Cabinet Member queried whether any internal risk mitigations were in place. In response, the Cabinet Member for Croydon Renewal stated that the quantified savings in the report were the ones which the council were confident in listing and that additional savings were being worked on and would be published when the council were confident on the figures.

Councillor Robert Ward noted that the Unaccompanied Asylum Seeker Children (UASC) costs were not the same as reflected in the UASC report considered by Cabinet earlier in the meeting. In response, the Cabinet Member for Croydon Renewal stated the discrepancy was due to timing of the report being written and committed that the month 4 would reflect the current position.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To

1. Note the General Fund is projecting a net favourable movement of £0.563m from Period 2. Service departments are indicating a £3.471m overspend (Month 2 £4.034m) with this being netted off as in the past two months against release of a one off Covid Grant (£3.451m) confirmed to Croydon Council for 21/22 by MHCLG as part of the Local Government Finance Settlement;
2. Note that a further number of risks and compensating opportunities may materialise which would see the forecast year-end variance change and these are reported within Section 3 of this report. Should these risks materialise or the mitigations not be effective the Council could overspend by £2.847m (Month 2 £3.676m);
3. Note the Housing Revenue Account (HRA) is projecting a £0.802m (Month 2 £1.595m) overspend for 2021/22. If no further mitigations are found to reduce this overspend the HRA will need to drawdown reserves from HRA balances;
4. Note the capital spend to date for the General Fund of £4.372m (against a budget of £138.688m) and for the HRA of £4.061m (against a budget of £183.209m);
5. Note, the above figures are predicated on forecasts from Month 3 to the year end and therefore could be subject to change as forecasts are refined and new and updated information is provided on a monthly basis. Forecasts are made based on the best available information at this time; and
6. Note that whilst the Section 114 notice has formally been lifted, the

internal controls established as part of the S114, such as the Spend Control Panel remain. However, restrictions have been lifted for ring-fenced accounts such as the Pensions Fund, Housing Revenue Account and Coroner's Costs as these do not directly impact on the financial position of the General Fund. The Spending Control Panel which was set up at the beginning of November 2020 continues to meet on a twice daily basis.

134/21

Stage 2: Responses to Recommendations arising from Scrutiny & Overview Committee on 27 May 2021

Councillor Robert Ward raised concerns in relation to the response to recommendation 4 that the documentation would be made available if "relevant for the committee to discharge its function, subject to the Council's consideration on commercially sensitive or confidential issue...in accordance with the relevant committee's work programme". The Member noted that the conditions referred to within the response could not be applied to scrutiny and requested that the Cabinet be more open in terms of sharing information in terms of its response to the recommendation.

The Leader of the Council (Councillor Hamida Ali) noted the concerns raised by Councillor Ward.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

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

135/21

Investing in our Borough

The Cabinet Member for Resources & Financial Governance (Councillor Callton Young) highlighted the Department for Education Holiday Activities and Food Programme contract award and noted the excellent work of Marcus Rashford MBE for raising awareness and working to ensure those in receipt of free school meals continued to receive support.

It was noted that whilst the report stated the contract was for £165,835 this was the contract award to two providers and the Cabinet Member highlighted that there were a number of providers who were also providing services across the borough through grant funding. Officers were thanked for their work in ensuring the programme was delivered in such short notice.

The Cabinet Member declared an interest as a charity he ran had been receipt of a grant to deliver schemes under the programme.

The Leader of the Council (Councillor Hamida Ali) noted the importance of such initiatives in light of the heightened anxiety across the borough in previous weeks. It was highlighted that the activities delivered through those programmes were important in keeping young people safe and healthy.

The Leader of the Council delegated authority to the Cabinet to make the following decisions:

RESOLVED: To note the list of delegated award decisions made by the Director of Commissioning and Procurement since the last meeting of Cabinet, as set out in section 5.1.1 of the report.

136/21

Exclusion of the Press and Public

This item was not required.

The Leader of the Council informed Members that the meeting of Cabinet scheduled for 13 September had been replaced by a meeting in November. Members were advised that the future Cabinet meeting dates for 2021 were:

*18 October 2021
1 November 2021
15 November 2021
6 December 2021*

The meeting ended at 8.58 pm

For General Release

REPORT TO:	CABINET 18 OCTOBER 2021
SUBJECT:	Property Disposal Update as part of the Interim Asset Disposal Strategy
LEAD OFFICER:	Sarah Hayward, Interim Executive Director of Place
CABINET MEMBER:	Councillor Callton Young OBE Cabinet Member for Resources and Financial Governance
WARDS:	All

COUNCIL PRIORITIES 2020-2024

Croydon Renewal Plan – the recommendations in this report are in line with the new priorities and ways of working

Medium Term Financial Strategy

FINANCIAL IMPACT

This paper is seeking approval for the disposal of 5 assets in line with the Interim Disposal Strategy and a lease extension . If progressed these will deliver over £60m capital receipt as part of the assets disposal strategy and will significantly contribute towards the 2021/22 MTFS requirements.

All disposal costs associated with these transactions including officer time will be paid for out of the capital receipts in line with the current financial guidelines of the Interim Asset Disposal Strategy and the initial tranche of assets for disposal. Whilst the actual disposals will lead to significant revenue savings and capital receipts these will be reported as part of the individual disposals. The overall target for capital receipts assumed within the MTFS for 2021/22 is £3.4m and £52.6m over the three year MTFS period.

Te realisation of capital receipts are required to be delivered in order to limit the revenue implications associated with the borrowing for the capitalisation directions for the previous 3 years and over the next three.

FORWARD PLAN KEY DECISION REFERENCE NO.: 5221RFG (Concord and Sycamore), 3421CAB (Croydon Park Hotel), 3521CAB (College Green)

The notice of the decision will specify that the decision may not be implemented until after 13.00 hours on the 6th working day following the day on which the decision was taken unless referred to the Scrutiny and Overview Committee

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

1. RECOMMENDATIONS

The Cabinet is recommended on the basis of the terms set out in Part A and B of this report to:

- 1.1 Approve the disposal of the Croydon Park Hotel;
- 1.2 Approve the disposal of the College Green site;
- 1.3 Delegate the approval for the disposal of Heath Lodge, Grangewood Park by auction to the Interim Corporate Director Resources in consultation with the Cabinet Member for Croydon Renewal and to note the representations made following the Notice for the disposal of public open space;
- 1.4 Delegate the approve for the Disposal of Ashburton Lodge by auction to the Interim Executive Director Resources in consultation with the Cabinet Member for Croydon Renewal;
- 1.5 Approve the extension of the leases for Concord and Sycamore House
- 1.6 Agree to the amended asset disposal list as detailed in section 7 of this report
- 1.7 Note the update on the Investment Asset performance as detailed in section 8 of this report

2. EXECUTIVE SUMMARY

- 2.1 This paper provides an update on the disposals programme that follows on from the Interim Disposal Strategy agreed by Cabinet in February and demonstrates delivery against the targets set as part of the Croydon Renewal Plan and Medium Term Financial Strategy [MTFS]. All the disposals have followed the formal approach set out in the adopted Strategy.
- 2.2 A review of the original proposals for asset disposals has also been undertaken and the provisional lists have been amended following further consultation and work with service areas. Whilst this has led to the removal or rescheduling of some asset disposals, other opportunities have been added to ensure that the disposal programme remains on track to support the requirements of the Croydon Renewal Plan.
- 2.3 The report also includes a summary of the performance of the Council's investment assets in line with the recommendations of the Report in the Public Interest and Improvement Panel recommendations and the proposals for providing a new Asset Management Plan.

3. BACKGROUND

- 3.1 The Council recognises that good governance is a key component of this strategy, so it is essential that all decisions to dispose of an asset must follow a defined process. Each of the recommended disposals has therefore been subject to:

- a) Submission of a business case summary to Place DLT and ELT which includes a financial case for disposal
 - b) Confirmation that where appropriate the asset has been declared surplus
 - c) Impact/risks of the disposal – financial, reputational, political, and operational.
 - d) completion of an independent valuation by an RICS Registered valuer to show that best consideration requirements are fully complied with
 - e) A market assessment by a suitably qualified agent familiar with the local market/asset type
- 3.2 As part of the ongoing asset review, more detailed conversations have now been had with some of the service areas where assets were put forward for disposal. This has led to a better understanding of their requirements and the timing of potential service delivery changes which has necessitated the removal or delay in the sale of some of the assets. It has also been necessary to reconsider some disposals following the outcome of public consultation. Due to the importance of this programme to help support the Council's recovery plan, alternative opportunities have been considered and developed and therefore the removal or delay of some assets has not impacted on the programme.
- 3.3 The revised list of assets disposals for 2021/22 has been included within this paper and potential future disposals with proposed timelines in Appendix B as part of the Part B Paper. This includes details of the agents that have been appointed to market the units and whether they are currently on the market or still subject to appraisal.
- 3.4 For all the properties that are being actively marketed a data room will be set up with basic property details and any appropriate planning history or information to try and ensure that best value is obtained for all disposals

4. DETAIL

- 4.1 All the proposed disposals have been valued and fully appraised and marketed by appropriate agents and have, or in the case of the two properties where sale at auction has been recommended, will be fully marketed to ensure that best consideration is obtained.
- 4.2 The agents have been selected following a procurement exercise to ensure that the best terms have been secured in respect of their fee proposals and also the best quality agents appointed. In all cases, the cost of the marketing and disposal of the assets can be capitalised against the sale proceeds in line with the current financial regulations and therefore there is no additional revenue pressure placed on the Council as a result of these transactions.
- 4.3 When looking at the disposals consideration of the holding costs and whole life costing has been considered as part of the process.

5. Croydon Park Hotel and College Green

- 5.1 Following the proposals set out in the February Cabinet Paper, following a full procurement exercise and the shortlisting of 5 experienced Tier 1 agents, Savills have been appointed to market both the Croydon Park Hotel and College Green sites. The initial marketing period to allow this to be brought back to cabinet in September has been extended to allow for the Mayoral Referendum which has provided an extra period to provide background information and marketing to help secure the best outcome.
- 5.2 The marketing process was split into two distinct phases following targeted marketing through Savills extensive contacts list, an advert in the Estates Gazette for both Web based and printed versions (on the 9th and 10th July), profession particulars and follow up calls with expressions of interest received by the Council. A series of viewings have been arranged and data rooms set up with detailed legal title, planning and site information.
- 5.3 Phase 1 of the marketing called for initial expressions of interest and for both sites this elicited a good range of interest with over 8 viewings, 72 parties visiting the dataroom and 10 formal expressions of interest for Croydon Park Hotel and 47 parties visiting the dataroom and 10 inspections leading to 10 formal expressions of interest for College Green as summarised in the table below.

Site	Total number of Bidders Phase 1	Number shortlisted for Phase 2
Croydon Park Hotel	10	8 (all made initial bids of over £19.5m)
College Green	10	6 (all made unconditional bids over £15m)

- 5.4 Each bid was analysed jointly by the agents and the Council Officers to consider the terms of the offer, strength of the bidder in the market sector, finance availability, any conditions or timing issues and past performance. They were then shortlisted and the best 8 were invited to provide a formal "best and final" bid. The results of these are summarised in Appendix 2 of the Part B table due to the confidential nature of the bids.
- 5.5 Following detailed consideration and a further interview with each of the 3 selected bidders for each site, the recommended proposal for acceptance is set out in more detail in the Part B paper.
- 5.6 As part of the decision to market the assets now, consideration has been given as to whether this is the correct time to sell them in order to obtain best value. Whilst it is clear that the sale of assets is required to help meet the demands of the Council's current financial requirements to support the MTFS and under the capitalisation directive, it must be demonstrated that this will not impact on obtaining best consideration for them.

- 5.7 Detailed consideration has therefore been given to the current market conditions for both residential development and the hotel sector. In respect of residential sites, the demand for good development opportunities remains high as house prices and rental levels within the private sector have continued to grow. Over the next five years the average house prices are expected to increase by 21.6% although the increases are predicted to tail off over years 3-5, especially within the south east, with the highest increases being predicted for this year.
- 5.8 The market is also witnessing large increases in building material and labour costs as a result of shortage of supply due to the impact of the Pandemic and Brexit and an increase in demand. Material prices rose by 5.6% in the year to Q1 2021 and are forecast to increase by 7.2% in the year to Q2 2021, according to BCIS Materials Cost Index. Despite the current strength of the residential market, cost inflation will continue to impact the sector, especially as increasing costs to meet building regulations under the Future Homes Standard come into effect from 2022 and pressures on better design are introduced under the National Model Design Code.
- 5.9 Given the combined impact of the increase in residential values being offset by the considerable increase in build costs and tender prices it is unlikely that any significant change in overall market values for development sites will occur over the next few years. There is also the risk that as more new development and especially Buy to Rent developments currently under construction within Croydon are completed the local market could become saturated.
- 5.10 The marketing of the Croydon Park Hotel has demonstrated that the current hotel market has not recovered from the pre-pandemic levels. The asset is currently very costly to continue to hold due to the security, business rates and loan costs and whilst being held vacant, the asset will continue to deteriorate and become more expensive to return to use and therefore any delay in the disposal is likely to reduce the overall value of the existing asset.
- 5.11 It should also be noted that the trading at the hotel was declining pre pandemic due to the reliance on income through business use which was heavily reduced as a result of Brexit. Whilst it may be the case that there is a general improvement in the hotel industry, this is more likely to be driven through the holiday leisure market than business stays and therefore hotels such as the Croydon Park Hotel are unlikely to improve at the same rate.
- 5.12 The current poor hotel market has been demonstrated by the fact that although marketed as a hotel, the highest bidding has been derived from residential opportunities.
- 5.13 The disposal of the hotel and proposed alternative use will also help strengthen the remaining Croydon hotel market through the reduction in available bed spaces and may therefore assist in the local revival of this sector.
- 5.14 Based on the above it is considered that a disposal at this time will not unduly undervalue the assets and will have the additional benefit of delivering exciting regeneration opportunities at the earliest opportunity which will help deliver wider benefits to Croydon from both a social and economic perspective. The

early sale of the Croydon Park Hotel will also deliver savings against the current holding cost which, excluding finance costs amount to £610,000 a year.

6. Other Asset Disposals

6.1 Heath Lodge, Grangewood Park

6.1.1 This is a former park keepers cottaged located to the southern end of Grangewood Park. The proposed disposal involves the sale of the former house and associated garden but also includes two small areas of land within Grangewood Park to help facilitate access to the property and in particular to allow access from Grange Road. As the proposal would include the sale of public open land, a Notice was placed in the Croydon Guardian for two consecutive weeks with a plan showing the site area and elements of public open space affected in line with statutory requirements.

6.1.2 There have been earlier proposals to sell this asset, the last in 2019 but following public objection a decision not to sell was taken. Following the last proposed disposal a 4,500 signature petition was presented to the Council objecting to the sale. Alternative uses have been considered by the Council but these have proved not to be financially viable. Although local community groups have previously expressed an interest in retaining the asset for community use, these discussions have not progressed and the property has continued to deteriorate and attract antisocial behavior. A decision was therefore taken to include it within the proposed disposals list to help support the Medium Term Financial Strategy and this was approved by Cabinet in February 2021.

6.1.3 Following that decision, a further Notice was placed in the Croydon Guardian for two consecutive weeks and 14 responses were received. A summary of the range of comments has been included below but a more detailed summary is included in Appendix 2A of this Part A paper. These have all been acknowledged and responded to.

DATE OBJECTION RECEIVED	SUMMARY
08/06/2021	Objects to selling of Lodge and part of the park due to community, environmental and conservation reasons
08/06/2021	Objects to selling of Lodge and felt that it had been deliberately left to deteriorate. Feels it should be retained for community use.
08/06/2021	Objects to selling of Lodge for fear it will be demolished and flats built on it
10/06/2021	Objects to selling of open space and Lodge and reference to previous decision to withdraw the proposal to sell and the petition
14/06/2021	Objects to the sale of parkland, potential impact on the adjoining Great North Wood, lack of wider consultation, questioning the Council's ownership
14/06/2021	Objects to the sale of parkland, questioning ownership and impact on Great North Wood
19/06/2021	Objects to the sale of parkland
21/06/2021	Objects to the sale of parkland and public asset
22/06/2021	Objects to sale of parkland and questioning where it was advertised

- 27/06/2021 Objects to the sale of parkland
- 29/06/2021 Objects to the sale of the Lodge and the land
- 06/07/2021 Objects to sale of parkland and lodge and reference to the petition and previous decision. Concerns over the impact on the Great North Wood, question over whether the lodge garden should be treated as part of the park
- 08/07/2021 Objects to sale of parkland
Enquiry regarding purchase of Lodge

6.1.4 Whilst there have been a number of objections to the proposed sale, including ones from members of the Friends of Grangewood Park, the continued deterioration and antisocial behavior centred around this property together with the Council's current financial position have led to the latest recommendation to sell the asset.

6.1.5 The main concern is regarding the sale of part of the public open space and the potential impact on the Great North Wood and potential future development. The majority of the site was the former garden area of the lodge and there is clear evidence that this was securely fenced off and excluded from public access when the lodge was in use. The areas of public open space to be included are to the side of the Lodge to provide some privacy/security and to the western side immediately abutting the boundary with Grange Road which is largely overgrown and prone to fly-tipping and does not form a formal and readily accessible part of the main park.

6.1.6 In respect of the redevelopment of the site, the sale will include covenants to restrict the use of the property and prevent redevelopment although will allow minor alterations to the building. It is also proposed that the property be retained for use as a single dwelling.

6.1.7 The recommendation is for a sale at auction due to the poor condition which will allow proper marketing and lead to a quick sale to help encourage its return to residential use as soon as possible.

6.2 Ashburton Lodge

6.2.1 The former park keepers lodge has been occupied for residential purposes by Council staff up until 2015 when it was vacated and has since been used as the site office during the refurbishment of Ashburton Hall and more recently occupied by residential guardians.

6.2.2 The property was initially retained as a potential site for the relocation of a nursery to help facilitate the redevelopment of a nearby community building. However, following the consideration of a number of schemes over the last few years, a viable redevelopment of the community centre has not proved possible and therefore a new 5 year lease is being granted for the existing community centre.

6.2.3 The Guardian company currently managing the building have now served notice to terminate their agreement as the property requires repairs and fire safety works which are not cost effective to undertake given the rental being received. The Council are therefore faced with either undertaking these works themselves to continue the occupation by the guardians or look at alternative proposals.

Consideration has been given to retaining the property and carrying out the repair and modernisation works and then placing in the Housing Revenue Account as a social housing property. However, the likely disposal value plus cost of repairs and works to bring this up to the required decent homes standard is not as financially viable as a straight sale.

- 6.2.4 The site also includes some outbuildings which are currently used for storage and are in a poor structural condition. These could be incorporated into the main house to create additional living space by a potential purchaser. This part of the building is currently used by the Friends of Ashburton Park for storage of equipment. A proposal to provide a shipping container has been put forward as an alternative and this is supported by the Friends group. The cost of this would be in the region of £2,500
- 6.2.5 The property already has a clearly defined garden including garage and has vehicular and pedestrian access through the car park area and therefore there is no need to dispose of any of the park or other elements of public open space.
- 6.2.6 It is therefore being recommended that the lodge is sold at auction which is likely to secure the best price for the asset. Covenants will be placed on the property to ensure that any development is limited and the property can only be used for residential or community based uses.

6.3 Lease Extension for Concord and Sycamore House

- 6.3.1 Following the approval by Cabinet in July the leases for these two residential blocks providing emergency temporary accommodation have already been varied and a premium of £1m secured. As part of the variation, the leases provide for the Council to extend the lease terms for a further 8 years from 37 years remaining to 45 years on the same terms as included within the existing leases.
- 6.3.2 The current lease terms allow for the the Council to acquire the Freehold interest for assets at lease expiry for £1 and therefore the extension of the lease term will delay this and require the Council to pay the passing rent for a further 8 years.
- 6.3.3 A financial appraisal was undertaken as part of the earlier paper which demonstrates that the option to extend the lease was financially beneficial on receipt of a premium of £8m from the landlord. Following further discussion and an improvement in the gilts market since these discussions, the landlord has now agreed a premium of £9m for the lease extension.
- 6.3.4 Advice from the Council's treasury advisers has been sought regarding the timing of the lease extension given its reliance on funding through the gilts market and they have confirmed that it is likely to be financially beneficial to agree a deal now.
- 6.3.5 Given the continued need for and reliance on this type of accommodation Housing can see no reason why we should not extend the leases for these two blocks.

6.3.6 As part of the due diligence updated building and concrete surveys have been obtained for the two buildings which have not identified any additional risks that are likely from a structural perspective from increasing the repair and maintenance liability for the additional 8 years. A redevelopment clause has also been negotiated to allow the Council to redevelop the blocks should any major issues arise which would mean a rebuild rather than repair was necessary

7. Asset Disposal Strategy

7.1 Following the original Interim Disposal Strategy approved by Cabinet in February 2021, further work and consultation has been undertaken in respect of the proposed asset sales which has led to the requirement to amend the previous lists by removing/adding properties and adjusting likely disposals dates. The impact of this has been positive with the aim to deliver more capital receipts at an earlier stage to help support the Improvement Plan.

7.2 The list of disposals for 2021/22 and amendments is detailed below with proposed disposals for 2022/23 onwards detailed in the Part B paper.

Status	Site	Current Position
Original Disposal	Glazier House, Birdhurst Road, South Croydon	SHW Instructed – on market with interest from various parties
Original Disposal	Heath Lodge, Grangewood Park, Thornton Heath	Progressing suggested sale by auction through Savills
Original Disposal	TAVR, Broadcoombe, Monks Hill	SHW instructed – temporary delay in marketing as being used as Covide centre
Original Disposal – to be removed	Edgecoombe, Monkshill	Following further planning advice which seriously restricts any development this has been removed from the programme at present
Original Disposal	2 Godstone Road, Kenley	SHW instructed and on market
Original Disposal	Drayton Road, Central Croydon (Old Town)	SHW instructed and on market
Original Disposal	Kempfield, Reedham Park Drive, Kenley	SHW instructed and on market
Original Disposal	Beulah Family Church annexe	Notice served and lease now terminated
Original Disposal	Former Buffer Bear site, New Addington	SHW instructed and on market

Original Disposal	Part Former CALAT Coulsdon, Malcolm Road and Barrie Close site (Coulsdon Community Centre)	Under further consideration regarding most appropriate disposal route
Original Disposal	Part Former CALAT Coulsdon – medical Centre	Terms agreed and disposal progressing subject to planning
Original Disposal	Garage Site, Windmill Road	Cabinet approved and sale progressing
Original Disposal	Peter Sylvester Centre, South Croydon	SHW instructed and on market with interest from various parties
Original Disposal	Goldcrest Youth Centre, New Addington	SHW instructed and on market
Original Disposal: Now delayed	Turnaround Centre/Cavendish House, South End Croydon	Disposal to be delayed following further discussions with the business – suggested 2022/23 or 2023/24
Original 2022/23 disposal brought forward	Fairfield Homes Development Site	Savills have concluded marketing and recommended purchaser
Included in Cabinet Paper but not on 2021/22 disposal list	Croydon Park Hotel	Savills have concluded marketing and recommended purchaser
New Lease Re-gear	Concord and Sycamore House, London Road	Lease variation and extension of term agreed in return for premium
New Disposal	Coulsdon Court Golf Club and Hotel	Sale of freehold subject to long leasehold interest agreed by Cabinet and in solicitors hands
New Disposal	Addington Court Golf Club	Parties interested in acquiring freehold subject to the long lease. SHW Instructed
New Disposal	Ashburton Lodge, Ashburton Park	Recently vacated lodge in poor condition. Recommended sale at auction through Savills

- 7.3 As identified through the Governance and Scrutiny reports there is a need to update the Asset Management Plan (AMP) for the Council. The original Plan was completed in 2011 and refreshed in 2014 through the Asset Strategy. A need to provide a new AMP is recognised and following some soft market testing it is proposed that One Consulting Group will be appointed to carry out the AMP and subsequent procurement of condition surveys to allow a forward repairs and maintenance plan to allow more accurate and detailed over the next 5-10 years
- 7.4 The AMP will include a review and update of the existing property related strategies and policies including the acquisition, disposal and investment strategies in line with the requirements of the Report in the Public Interest. The AMP will also look at a more integrated approach to the fire, health and safety, management and use of the corporate assets.
- 7.5 It is proposed that the draft AMP will be completed by the end of March 2022 and will then be brought to cabinet for formal approval

8 Asset Investment Summary

- 8.1 It is recognised that the performance of the Council's investment asset portfolio has not been formally reported through Cabinet and therefore it has been agreed that updates will be included as part of the Asset Disposals Strategy papers to Cabinet
- 8.2 The Council acquired 4 new assets for investment purposes under the former Investment Strategy during 2018/19. The funding for future purchases has now been withdrawn but these assets still deliver significant revenue income for the Council.
- 8.3 The Investment purchases have been impacted by the Brexit and the pandemic, most noticeably in respect of the Croydon Park Hotel which closed in June 2020 and the tenant went into administration. Given the substantial holding costs and works required to the hotel a decision has been made to dispose of this asset as detailed earlier in this report. The impact on the Colonnades has resulted in reduced rental income from some of the tenants over this period but all have been retained and following re-opening of all units the rental levels are now recovering. The two other assets at Vulcan Way and Imperial Way have continued to perform well throughout this period.
- 8.4 The table at Appendix B summarises the current position regarding the tenants status and rental levels for each of the sites for the Financial year 2020/21 and the expected position for 2021/22 as at August 2021 and shows the current return against the original predicted returns on purchase. The Asset Strategy required a target net return to the council of 2%.

9. CONSULTATION

- 9.1 No external consultation has been undertaken in connection with the disposals other than required where there is a proposal to dispose of public open space as in the case of Heath Lodge.

Full consultation has taken place with members and the Council's senior leadership team.

10. PRE-DECISION SCRUTINY

- 10.1 The proposed disposals have not been presented to Scrutiny. However, following comments made by Scrutiny following the call in of one of the proposed disposals included within the July Cabinet paper, Business cases have now been included as part of the Part B report

11. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

11.1 Revenue and Capital consequences of report recommendations

- 11.1.1 Given the significant financial challenges faced by the Council, the disposal of surplus corporate assets is vital to ensure an improvement in its financial position, secure value for money and achieve financial savings by considering the net costs/benefits of holding surplus assets versus sale or letting of the assets.

- 11.1.2 We are required to pay for the costs of the capitalisation directions out of revenue budgets over a twenty year period, which on a straight line basis would cost 5% per year. In addition interest on those borrowings from the PWLB is at a 1% premium – at current rates this costs this would add 2.9%. Overall this would equate to £790k per £10m borrowed. By generating capital receipts, borrowing to support the capitalisation direction can be avoided and thus prevent pressures on revenue budgets.

- 11.1.3 The capital expenditure incurred to release some of these corporate properties, relocate staff to existing accommodation and adaptations of existing properties is factored in the net capital receipts targets for the individual financial years in the table below. The running costs of these properties i.e. business rates, premises costs (cleaning, security, utilities etc) will be reduced, net of the loss of rental income streams is taken into consideration in the revenue savings in the table below.

- 11.1.4 The decision to dispose off an asset will consider the need to receive the benefits now against a possible delayed sale when the financial benefit may be greater but less certain as usually this is dependant on obtaining suitable planning consent.

11.2 Risks

- 11.2.1 Disposal of properties in the corporate portfolio in the current economic climate gives rise to risks and uncertainties around achieving the best possible sale price. The capital receipts in the table above reflects an element of prudence and conservatism in the receipts of disposal and its timing. However, it must be emphasised that these asset values are subject detailed market valuations and market conditions prevailing at the time of sale.

11.3 Future savings/efficiencies

The savings highlighted in the table above reflects an estimate of sales proceeds/capital receipts arising from disposal of corporate properties and savings in borrowing costs i.e. interest and minimum revenue provision on the general fund budgets.

Approved by Matt Davis Interim Deputy s151 Officer

12. LEGAL CONSIDERATIONS

- 12.1 The Head of Commercial and Property Law comments on behalf of the Director of Law & Governance that, as set out earlier in this report, when disposing of land the Council has a statutory duty under section 123 of the Local Government Act 1972 (or section 233 of the Town and Country Planning Act 1990 where the land has been appropriated for planning purposes) to ensure that it obtains best consideration for the land and buildings disposed of. In certain exceptional cases a disposal for less than best consideration is permitted where the difference in the value between the proposed disposal and the best consideration that might be obtainable on the market is less than £2M or, in other cases, with a specific consent from the Secretary of State. The processes set out in this report in relation to the Interim Disposal Strategy seek to ensure that best consideration is obtained in relation to proposed disposals. If and where disposals are proposed to proceed for less than best consideration (e.g. to secure wider community benefits) it is recommended that officers seek detailed legal advice in relation to any potential 'Subsidy Control' issues (the Subsidy Control regime replaces the State Aid regulations).
- 12.2 Land should only be disposed of by a local authority where it is considered to be surplus to the Council's requirements. The process set out in the Interim Disposal Strategy seeks to ensure that consideration is given as to potential other Council uses of land before it is recommended for disposal.
- 12.3 As set out earlier in the report, where land considered for disposal forms part of an open space before disposing of the land the Council needs to publicise the intention to do so for two consecutive weeks in a local newspaper circulating in the area in which the land is situated, and consider any objections to the proposed disposal which may be made.

Approved by, Interim Head of Commercial and Property Law on behalf of the Interim Director of Law and Governance & Deputy Monitoring Officer

13. HUMAN RESOURCES IMPACT

- 13.1 The proposed disposals do not have any direct impact on staffing levels, restructuring or recruitment as none are operational buildings.

Approved by: Jennifer Sankar Head of HR Place and Housing

14. EQUALITIES IMPACT

- 14.1. Under the Equality Act 2010 the Council has an obligation to protect **people against discrimination, harassment or victimisation in employment**, and as users of private and public services based on nine protected characteristics: The proposed disposal sites comprise of vacant land or non-operational buildings and therefore the disposal will not have a direct impact individual's rights. The demolition of part of the former Fairfield car park (forming part of the College Green site) was undertaken several years ago and reduced the number of parking spaces within central Croydon. However, the remaining part is currently being recommissioned and will provide around 350 spaces including 22 dedicated for those with disabilities, thus offsetting the potential implication. Should aspirations for this space be realised it will mean new homes will be built that potentially benefit vulnerable residents which is likely to include residents who have a protected characteristic under the Equality Act 2010.
- 14.2 An equalities impact assessment has been undertaken for this asset disposal collectively, and the action being taken to offset the impact on affected protected groups is noted.

Approved by: Barbara Grant, on behalf of Gavin Handford, Director Policy & Partnerships

15 ENVIRONMENTAL IMPACT

- 15.1 The proposed strategy does not have any direct environmental impact. Any development that may take place on the disposed sites will have to be in full compliance with current planning, building and environmental legislation. In many cases the sale of redundant buildings and land will lead to new development that will enhance the local areas and lead to improved building and energy efficiency.

16 CRIME AND DISORDER REDUCTION IMPACT

- 16.1 The disposal of vacant sites and redundant buildings will help to reduce antisocial behavior and crime around the sites as the buildings and sites will either be re-used or redeveloped.

17 REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 17.1 The disposals and recommendations within this report will help the Council to deliver a considered and transparent disposal and asset management strategy process that is undertaken in line with strict governance requirements
- 17.2 The proposed disposals will help deliver a significant capital receipt and ongoing revenue savings. The process adopted will ensure that best consideration is achieved through the marketing and negotiation approach and disposals are achieved in a timely manner. to help meet the requirements set out in the MTFs.

18 OPTIONS CONSIDERED AND REJECTED

- 18.1 The asset disposals are in line with the Interim Disposal Strategy and given the need to meet the requirements of the MTFs the proposed asset disposals are considered to be a reasonable approach to achieving capital receipts from surplus or non-operational properties.
- 18.2 Consideration has been given in each case to alternative uses or disposal mechanisms. Having gone through this process, the options proposed for the disposals is considered to be the most suitable and therefore the disposals are recommended.
- 18.3 The updating and adoption of a new Asset Management Plan will allow a more integrated approach to the use of the Council's assets from a service use and financial perspective and the provision of a more robust understanding of the current condition of our key operational assets will help ensure a more reliable budgeting and repairs programme moving forward.

19.1 DATA PROTECTION IMPLICATIONS

19.1 WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?

NO

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

NO

Approved by: Steve Wingrave Interim Head of Estates, Asset Management and FM

CONTACT OFFICER:	Steve Wingrave Interim Head of Estates, Asset Management and FM, ext 61512.
APPENDICES TO THIS REPORT:	Appendix A Heath Lodge Representations Appendix B Investment Asset Performance
BACKGROUND DOCUMENTS:	None

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Heath Lodge Representations

DATE OBJECTION RECEIVED	DETAILS
08/06/21	As a local resident objects to the sale of Heath Lodge and a section of Grangewood Park on community, environmental, and conservation reasons. It is also an act of bad faith to the original intent of Grangewood being sold to the Council. Sympathetic to the financial pressure that Croydon Council is under but cannot understand why it is not possible to raise similar funds by the sale of brownfield sites or modern buildings. Once this part of the Park is lost it will never be financially possible to buy it back. The Park has already lost the original house, the upper lodge and the stables - this is the last chance to provide a space for the local - extremely deprived - community. As an up to now life time Labour supporter I am extremely disappointed. If Labour is in any way serious about supporting working class and ethnically diverse communities (I am from both) then this is certainly not the way to show it.
08/06/21	Understands that, in spite of vociferous and sustained opposition by the local community, the council intends selling The Lodge to a private buyer. This is yet another example of inept and incompetent management of our assets by the council. The Lodge has been deliberately left for years to fall into a state of disrepair. They are personally aware of a number of approaches made by local people and groups; people who wanted to do something good with The Lodge, to take it over for use as a community asset. Naturally these fell on deaf ears and the building was left to rot, an eyesore to attract flytipping and squatters. Selling it to pocket the money to make up for the massive deficit in the council's budget caused by inept and incompetent management. And so the circle continues. This council is an absolute disgrace. You don't listen to the people you are supposed to serve. You've wasted and stolen our money and now you're selling off our assets in a shambolic attempt to claw some of it back. Shame on you. If not made it clear enough, please treat this email as registering my objection to your sale of The Lodge, a building of historic importance that belongs to the park and should remain part of it.
08/06/21	Lives just across from the park, and strongly objects to the area of land in Grangewood Park being disposed of by Croydon Council. Knows what this means - developers will come and build ugly glass 'luxury' flats that give nothing back to the community. The park is neglected in general and you should try to take better care of it rather than running it down. Please turn the building into a community space with a café or pub.

10/06/21	<p>Like to formally object to the sale of the public land as advertised in the Newshopper. This being my first point as I fail to see why the Newssshopper is a suitable newspaper for the notice, considering that it does not cover Croydon (on the website it lists Bexley, Dartford & Swanley, Bromley, Greenwich, Lewisham, and Southwark as its distribution areas). Surely as it affects local residents (I live down the road from the park), notice should be given where we can access it? Below is the email I sent the last time you gave notice to dispose of the same land, and attached is the response I received from your team. I understand that the council is in administration and needs to raise funds, but over the last year we've seen, now more than ever, the importance of green spaces in our community. Local residents have flocked to Grangewood Park during the lockdown. The Friends of Grangewood Park have organised a pumpkin and picture trails to keep the little ones busy. We have regular volunteering days and the Edible garden has been set up in the sunken garden with funds once again raised by the local people. The community want this park to be wonderful, and I'm asking you to consider wanting the same? The Heath Lodge as a community asset would give the park so much. It could be a community space (scouts could use it, and it could be monetised through private hire for parties etc.) toilets, and even a café. It feels that if the council is allowed to dispose of even a small amount of public land, where will it stop? Not to mention that Grangewood Park has historic significance due to being one of the last remaining parts of the Great North Wood. You listened to the community back in January 2020 and emailed me to say that the land would not be disposed of and that local councillors would consult with the community. As Secretary of the Friends of Grangewood Park, we still very much want this to happen and so I hope you listen now. Over 4,500 people have signed a petition against this public land disposal and I believe Karen Jewitt will be presenting this petition at the next council meeting. "The Council have been made aware of the strong local opinion opposing a sale, and a decision has been made not to sell the Lodge or the additional land. The Council's elected members and officers aim to work with local residents over the coming months to find a viable solution for its future."</p>
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14/06/21	<p>I am objecting to the proposed sale of Heath Lodge and 195m sq of Grangewood Park to go with it as I think you have acted in an underhand way and reneged on your previous promises and undertakings made. Your authority promised to consult and agree a way forwards with the Friends Of Grangewood Park and this hasn't happened. You have not taken concerns on board but have continued with your agenda regardless of community feeling. It is not the community's fault that Croydon has mismanaged its finances to such an extent; we are and will be paying for all off this for years to come via reduced services and higher council tax for very few services. I also separately want to receive decipherable and definitive proof of ownership of Heath Lodge by Croydon council. Please take this forwards.</p> <p>My points of objection are:</p> <ol style="list-style-type: none"> 1. LBC previously undertook never to sell off any part of its parks and green spaces. This sale is in direct contradiction to what you've said previously. 2. The area in question is part of the last existing fragments of the Great North Wood and therefore has special significance and needs to be protected. The area next to the land proposed to be sold off is an area of ancient woodland and to build adjacent to it jeopardises the future of this special area; it's likely that there is flora and fauna in that area which needs vigorously protecting. What surveys have you undertaken to ascertain that endangered and protected species do not live in the area? 3. As said there has been a complete lack of any consultation with the community and the council have not taken on board any of the Friends Of GP's concerns. I have not seen any notification of a local meeting with residents. Are you planning to hold any? 4. Croydon council is acting in direct contradiction of its own policy of INCREASING the green spaces in the borough by selling off part of one thereby DECREASING green space. 5. There is no definitive proof provided that you even own the land to be sold off. We need proof before this can be even considered further. See request above. 6. Even if it were accepted that the council's debt position influences the decision to sell off Heath Lodge, the amount which would be raised is minuscule compared to the size of the overall debt owed; the relative benefit to the community to retain the Lodge and for the opportunity be given to raise the money to refurbish it with the financial assistance of the council, far outweighs the benefit of potentially reducing the debt by a fraction of a percent. 7. The community is aware that you promised to give a large share if the profits to FOGP to spend on the park. What happened to this promise. Where is the ethics in promising something and then not keeping that promise? How can we have any trust in Croydon Council? <p>Please note that I require a response to the separate questions I've asked on ownership, local meetings to be held and habitat surveys.</p>
14/06/21	<p>I object to the proposed sale of Heath Lodge and the 195sq m of park land: This is in direct contradiction to London Borough of Croydon's previous position. The area is part of the last existing fragments of the Great North Wood and therefore has special significance and needs to be protected. There is Flora and Fauna that need to be protected in this ancient wood and to further the area next to the land proposed to build adjacent to it jeopardises the future of this special area. There has been a complete lack of any consultation with the community and the council have not taken on board any of the Friends Of GP's concerns. Croydon Council is acting in direct contradiction of its own policy of INCREASING the green spaces in the borough by selling off part of one thereby DECREASING green space. We need proof that The Council own the land before this can even be considered further.</p> <p>The amount that would be raised is minuscule compared to the size of the overall debt owed; the relative benefit to the community to retain the Lodge and for the opportunity be given to raise the money to refurbish it with the financial assistance of the council, far outweighs the benefit of potentially reducing the debt by a fraction of a percent. Please forward me the response to this objection.</p>

19/06/21	<p>I am writing to confirm my objection to the proposed sale of section of Grangewood Park. The north of the borough is the more deprived area of the borough and many are barely keeping their head above water, reliant on food banks and charity to simply survive. The ability to have a holiday is only a dream, so local green space is essential for escape from the stress of survival, both from physical and mental aspect, so the fact that the council is planning on disposing of the reducing green space is an appalling slap in the face of those you are supposed to represent. We all know the probability of the asset being purchased by a developer and being used to build homes which will be unaffordable to the locals is quite high, so the ability to use the park will be reduced, yet another way of telling the locals that we are not important. I understand that the council needs to deal with the debt it has, but this debt was not caused by the residents of the borough, in fact, if the council had consulted us prior to acquiring some of the assets purchased, eg Croydon Park Hotel, we would have told you not to buy, so why are you suggesting that we pay yet again, once when our money was used to acquire ultimately valueless assets, a second time by the reduced services at increased costs and now for a third time by the potential disposal of assets which are are used and enjoyed by the residents of the borough.?</p> <p>I trust that you will actually listen to those that voted our councillors into post as very few seem to do so (although my local councillor always listens to us and supports us) and acknowledge my objection.</p>
21/06/21	<p>I hereby object completely and wholeheartedly to the sale of the Keepers Cottage, garden and proposed additional piece of land. As public land, the council should never have been in a position to sell it. These green spaces are much too important to local people to be reduced/sold off in order to help plug a massive financial hole created by said council. Common sense and decency must prevail and this proposal must not be allowed to go ahead. I speak as a Croydon resident of 33 years and visitor to Grangewood park.</p>
22/06/21	<p>I would like to register an objection to this sale of a parts of a public asset. Where was this sale advertised?</p>
23/06/21	<p>As the only park of note within walking distance of my house, I value this place particularly in lockdown. The fact that you would even entertain to sell any of it, is on the verge of deplorable, especially since there does not seem to be any consultation process. There is little point writing this email, as Croydon is an abysmal council and has to do anything to plug the massive debt level (e.g. halving of childrens' services that recently was passed despite strong opposition expressed during this consultation. Anyway, take this email as formal opposition of this plan.</p>
29/06/21	<p>I wish to object to the proposed sale of Heath Lodge and a parcel of land in Grangewood Park. I believe this is a heritage property and belong to the people of Thornton Heath/Croydon.</p>

06/07/21	<p>I am writing as chair of The Friends of Grangewood Park to object to the sale at auction of Heath Lodge and park land. I thought the space being sold with the lodge involved was 195sqm, as you said it was the same piece of land as before but according to the advert it is now 225sqm? Either way our objections are as before when the council previously advertised this process and then did a u-turn under public pressure. The petition against this currently stands at over 4,500, which is a significant number. The only difference with this latest intention of sale is the council's financial position which is of the administration's own making and reengaging on a promise only made in February 2020 reflects extremely badly on the council's trustworthiness. As for the sale of the lodge and land:</p> <ul style="list-style-type: none"> -Croydon previously undertook never to sell off any part of its parks and green spaces. This is in direct contradiction to the council's previous position. -The area in question is part of the last existing fragments of the Great North Wood and therefore has special significance and needs to be protected. -Further the area next to the land proposed to be sold off is an area of ancient woodland and to build adjacent to it jeopardises the future of this special area; it's likely that there is flora and fauna in that area which needs vigorously protecting. Only in the last week a park user recorded a video of a hedgehog which is on the Red List for British Mammals in this area of the park. Has a wildlife survey been conducted by the council a part of this process? -There has been a complete lack of any consultation with the community and the council have not taken on board any of the Friends concerns as the focus is solely on what can be sold quickly to make money. -There is no definitive proof provided by the Council that the land being sold off belongs to the house and not the park. Sufficient proof should be provided before the land is auctioned as part of the sale of the lodge. The council is relying on recent history when images of the lodge clearly show that originally the garden was the park. Is there a legal document to show the detachment of the garden from the park because presumably you could sell the lodge and land but if the land is part of the park it is still a public right of way? -Even if it were accepted that the council's debt position influences the decision to sell off Heath Lodge, the amount which would be raised is minuscule compared to the size of the overall £120m bail out especially when the council is able to find an extra £10m to loan to Brick by Brick in addition to the £200m plus it has already given a failing company. -Whereas the relative benefit to the community to retain the Lodge and for the opportunity to raise the money to refurbish it with the support of the council, far outweighs the benefit of potentially reducing the debt by a fraction of a percent. -It should also be noted how hypocritical it is for the council to make money from selling a piece of the park instead of ploughing it back in to Grangewood or parks which are suffering because of the council's cuts. The lodge is only in the state it is because the council abandoned it when it could have used it for much needed housing. I would appreciate being able to tell the committee what the money from the sale of Grangewood Park's last historic lodge is intended to be spent on?
08/07/21	<p>I wish to object to Croydon Council disposing of land and lodge within Grangewood Park. This area of land is within the ancient woodland of The Great North Wood and it should be cherished for present and future generations. So much of Croydon is already built up and any green space should be saved.</p>

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Investment Property Performance - August 2021

CROYDON PARK HOTEL

Tenant went into administration in June 2020 and the lease was surrendered by the Administrators KPMG

Decision taken to sell the asset due to the ongoing holding costs in February 2021 Cabinet and sale expected to complete by December 2021 (subject to Cabinet approval)

Current annual holding costs are £1.35m (Rates, security, utilities and funding costs)

COLONNADES RETAIL AND LEISURE PARK, PURLEY WAY

UNIT	TENANT	PASSING RENT (£pa)	Rent Received 2020/21	Anticipated Rent 2021/22	Comments
1	Nuffield Health	530,948.00	£ 176,983.00	£ 398,211.00	Agreed full rent from opening up fully
2	vacant	-	£ -		Not expected to let and receive rent in 21/22
3	Kid Space (First Floor)	237,737.15	£ 60,920.25	£ 118,868.58	Expect no rent for March quarter, half rent June, Sept then full rent December
4	vacant		£ -		Not expected to let and receive rent in 21/22
5a	Wickes Building Supplies Ltd (Ground Floor)	575,000.00	£ 575,000.00	£ 575,000.00	Full rent expected
5b	Oxygen Freejumping (Croydon) Ltd	415,000.00	£ 146,848.00	£ 311,250.00	Agreed 50% reduction for closed period Nov-May and previous deferred payments for arrears to start from Nov 21
6	Premier Travel Inn Ltd	305,000.00	£ 266,875.00	£ 305,000.00	Full rent expected
7A	McDonald's Restaurants Ltd	160,000.00	£ 160,000.00	£ 160,000.00	Full rent expected
7B	Nandos	105,000.00	£ 94,859.00	£ 105,000.00	Full rent expected
7C	KFC	52,500.00	£ 39,375.00	£ 105,000.00	To return to full rent
8	Pizza Hut (UK) Ltd	94,500.00	£ 19,953.00	£ 47,250.00	Entered into CVA 6 mnths rent free then 50% plus percentage turnover for 2 years then full rent

9	Costa Ltd	75,000.00	£ 75,000.00	£ 80,000.00	Rent review due should see increase in rent
	TOTAL	2,550,685.15	£ 1,615,813.25	£ 2,205,579.58	
	Less holding costs for unit 2&4		-£ 64,750.00	-£ 64,750.00	Inc rates
	Less service charge caps/voids		-£ 57,000.00	£ 57,000.00	
	Net Income		£ 1,494,063.25	£ 2,197,829.58	
	Borrowing Costs		£ 1,245,742.00	£ 1,245,742.00	
	Net Income		£ 248,321.25	£ 952,087.58	
	% return on investment (target 2%)		0.5%	1.9%	

60 VULCAN WAY, NEW ADDINGTON

TENANT	PASSING RENT (£pa)	Rent Received 2020/21	Anticipated Rent 2021/22	Comments
Allied Health	385,000	385,000	385,000	Lease due to expire 2023. In discussion with tenants to renew
Borrowing Costs		£ 170,800.00	£ 170,800.00	
Net Income		£ 214,200.00	£ 214,200.00	
% return on investment (target 2%)		3.1%	3.1%	

37-39 IMPERIAL WAY, CROYDON

TENANT	PASSING RENT (£pa)	Rent Received 2020/21	Anticipated Rent 2021/22	Comments
Selco	400,000	400,000	420,000	Rent review under negotiation (review date July 2021)
Borrowing Costs		£ 152,500.00	£ 152,500.00	
less headrent		£ 32,200.00	£ 32,200.00	
Net Income		£ 215,300.00	£ 235,300.00	
% return on investment (target 2%)		3.4%	3.8%	

REPORT TO:	CABINET 18 October 2021
SUBJECT:	Review of Council Tax Support Scheme – 2022/23
LEAD OFFICER:	Richard Ennis – Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive Catherine Black – Head of Payments, Revenue and Benefits
CABINET MEMBER:	Councillor Stuart King – Cabinet Member for Croydon Renewal and Councillor Callton Young – Cabinet Member for Resources & Financial Governance
WARDS:	All
COUNCIL PRIORITIES 2020-2024	
<p>In accordance with the Local Government Finance Act 1992, as amended, the Council was required to agree a local Council Tax Support scheme for working age residents who were on no or low income. The scheme replaced the Council Tax Benefit scheme which was administered by Local Authorities on behalf of the Department for Work and Pension. The local scheme was agreed and introduced on 1st April 2013, the scheme should be reviewed each year to ensure that it is an effective local Council Tax Support scheme, which will provide continued support to Croydon’s most vulnerable residents and residents who are most in need of support.</p> <p>Council’s priorities</p>	
FINANCIAL IMPACT - Expected to save £5.7m and is included in the MTFS proposals for 2022/23	
FORWARD PLAN KEY DECISION REFERENCE NO. Not a Key Decision	

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

1. RECOMMENDATIONS

The Cabinet is recommended to

- 1.1 Approve statutory consultation on the introduction of a new income banded Council Tax Reduction (Support) Scheme for working age claimants from 1st April 2022.
- 1.2 Agree that the recommended scheme to be consulted on be an income banded Council Tax Support scheme, which:
 - Retains 100% protection for Pensioners, care leavers under 25 and Disabled non-working residents
 - Utilises income bands of £50
 - Has a maximum level of income per week before someone is not eligible for CTS of £450 per week or £23,400 per year

- Has a maximum discount awarded for (not protected) working age residents of 80%
- Introduces a Hardship Fund to support residents transition from the current CTS scheme to an income banded scheme

2. EXECUTIVE SUMMARY

- 2.1 The purpose of this report is to seek authorisation to undertake statutory consultation with both the public and the Major Precepting Authorities in respect of proposed changes to Croydon's Council Tax Reduction (Support) Scheme (CTS) which will take effect from 1st April 2022.
- 2.2 Each financial year the Council is required to review its CTS scheme in accordance with the requirements of schedule 1A of the Local Government Finance Act 1992 and to either maintain the scheme or amend it.
- 2.3 CTS scheme was introduced from 1st April 2013 when it replaced the Central Government funded Council Tax Benefit regime for families on low or no income. From its inception, the funding available to the Council from Government was 90% and it has reduced year on year.
- 2.4 Since its introduction in 2013 Croydon's CTS scheme has remained unchanged. Over this time the costs have grown from £28.7m to £35.04m. The introduction of Universal Credit has reduced the information Government share with the council, significantly increasing the administrative burden on the council and making the application process for the CTS scheme far more complex for residents. This report sets out proposals to review the CTS scheme and to adopt a simpler income banded scheme which protects pensioners, care leavers and the most vulnerable as well as targeting support on households with the lowest incomes.
- 2.5 This report seeks authorisation to undertake the statutory consultation on requested changes to the scheme and makes recommendation to members for the 2022/23 scheme.
- 2.6 Following the completion of the consultation the final recommendation on the scheme will be taken to Full Council in January 2022.

3. DETAIL

- 3.1 CTS scheme was introduced by Central Government in April 2013 as a replacement for the Council Tax Benefit scheme, administered on behalf of the Department for Work and Pensions (DWP). As part of the introduction the Government:
 - Placed the duty to create a local scheme for Working Age claimants with local authorities
 - Reduced initial funding by the equivalent of 10% from the level paid through benefit subsidy to Local Authorities under the previous Council Tax Benefit scheme

- Prescribed that persons of Pension Age would be dealt with under the existing regulations set by Central Government and not the Local Authorities local scheme
- 3.2 Since that time, funding for the CTS scheme has been absorbed into other Central Government grants paid to Local Authorities and also within the Business Rates Retention regime. It is now generally accepted that it is not possible to identify the amount of funding actually provided from Central Government sources for the CTS scheme but that real terms funding to the council has continued to reduce since 2013.
- 3.3 The current CTS scheme created by the Council is divided into two schemes, with pension age claimants receiving support under the rules prescribed by Central Government, and the scheme for working age claimants being determined solely by the local authority.
- 3.4 Pensioners, subject to their income, can receive up to 100% support towards their Council Tax. The Council has no powers to change the level of support provided to pensioners and therefore any changes to the level of CTS can only be made to working age scheme.
- 3.5 The principles of the existing CTS scheme for working age are as follows:
- **Council Tax Support should be paid to those with minimal savings** – residents who have Capital of more than £8,000 cannot claim
 - **Council Tax Support should be property related** – Residents can only receive Council Tax Support to a maximum of band D.
 - **Everyone should pay something** - all residents will be asked to contribute something towards Council Tax unless they are in one of the protected groups. All working age residents not working and not in a protected group pay at least 15% of their Council Tax liability. This was approximately £3.50 per week. All working age residents that are working, and not in a protected group will pay at least 15% more of their Council Tax liability.
 - **Everyone in the household should pay something** – Other adults living in a household who are not the main taxpayer or their partner will contribute to meeting the cost of Council Tax for the property.
 - **Make Work pay** – income disregard was increased from £5 to £10 per week
 - **Protecting the vulnerable** – Residents who are either pensioners, or working age residents who receive Disability Living Allowance, Personal Independence Payments or Employment and Support Allowance (part work related), residents who are in receipt of Income Support or a Single Parent with a child under 5 receive the same level of Council Tax Support as they did under the Council Tax Benefit Scheme.
- 3.6 Since the introduction of the existing scheme in 2013 no revisions have been made to align the existing CTS scheme with Housing Benefit or Universal Credit. This means that the Council is administering multiple support schemes for residents, which is not only complex and confusing for residents, it is administratively burdensome and time-intensive for the Council.
- 3.7 There are a number of issues with the current scheme that will need to be addressed if the system is to continue to provide effective support to low income

residents, and also if the Council is to be able to provide the service in an efficient manner. The main issues are:

- The Introduction of Universal Credit for working age claimants and
- The need for a simplification of the scheme

3.8 The introduction of Universal Credit has brought a number of significant challenges to both the administration of CTS scheme and also the collection of Council Tax generally. We have experienced the following:

- The reluctance of Universal Credit claimants to make a prompt claim for CTS leading to a loss in entitlement
- A high number of changes to Universal Credit cases received from the Department for Work and Pensions requiring a change to CTS entitlement. On average 40% of Universal Credit claimants have between 8 and 12 changes in entitlement per year. These changes result in amendments to Council Tax liability, the re-calculation of instalments, delays and a potential loss in collection and
- The increased costs of administration through multiple changes with more staff time being required

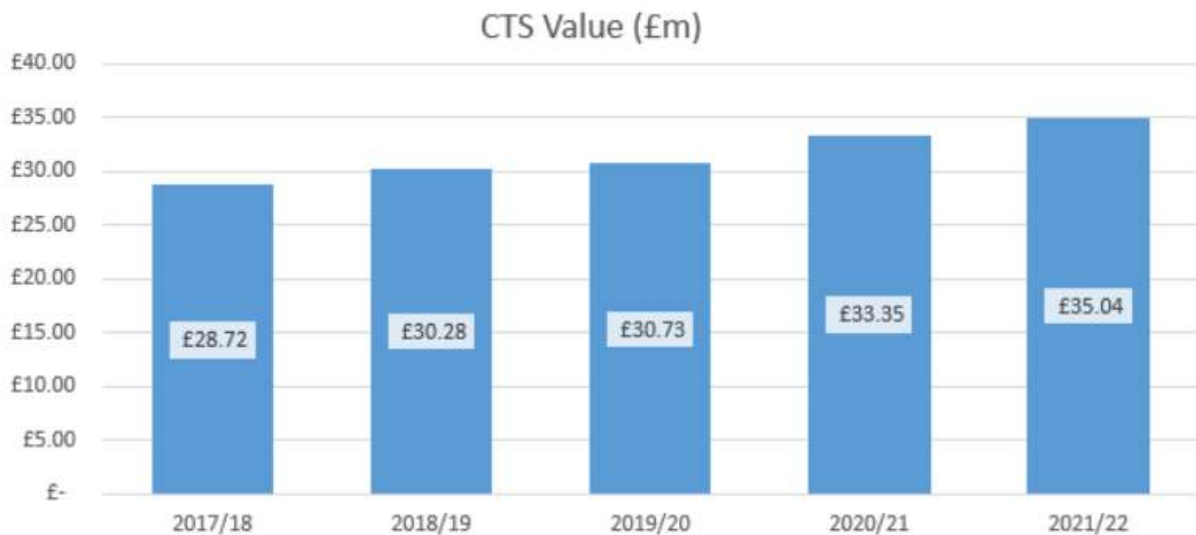
3.9 It is clear the existing means tested CTS scheme which is too reactive to changes in circumstance, will not be viable in the longer term now that Universal Credit has been rolled out significantly within the borough. We do not yet know what impact the end of the furlough scheme in September 2021 will have on Universal Credit and Council Tax support claims.

3.10 The need for a simplified approach to the CTS scheme is because the existing scheme is based mainly on “old fashioned” means tested benefit scheme, meaning:

- It is complex for residents to understand based on the complex calculation of entitlement
- The administration for staff is complex, with staff having to request significant amounts of information from residents
- Staff have to undergo significant training to be proficient in processing claims
- The timescale for processing claims is delayed mainly due to the complexity and evidence required to support the claims

There is a need to simplify the existing scheme not only to mitigate the effects of Universal Credit, but to make it easier for residents to make a claim and reduce the costs of administration.

3.11 The funding that Croydon receives each year towards the cost of CTS scheme expenditure is contained within the Revenue Support Grant. Whilst Central Government grant funding is reducing year on year, CTS scheme expenditure is increasing year on year. The following table details the value of expenditure from 2017/18 to 2021/22



Option to adopt an Income banded scheme for consultation

3.12 In view of the challenges being experienced with the current scheme, it is recommended to consult on changing the existing scheme to one that uses income bands. Income banded schemes have already been adopted by other London boroughs including Camden, Barnet, Sutton and Brent.

Options to retain the existing CTS scheme or to make minor adjustment to the existing scheme were considered but not progressed as they would not address the existing financial or administrative challenges resulting from the introduction of Universal Credit.

3.13 An income banded scheme takes into consideration the net combined household income of a claimant and partner only. A Council Tax discount would be paid incrementally, e.g. residents in receipt of the lowest income would receive the highest discount towards their Council Tax liability, and residents in receipt of higher income would receive a lower discount towards their Council Tax liability. This means support is targeted at households with the lowest incomes and in the greatest need.

3.14 The final details of any new scheme will need to take account of the outcome of public consultation. Cabinet are asked to agree the following principles for the design of a new scheme as the basis for public consultation:-

- Retain 100% protection for pensioners, care leavers under 25 and disabled non-working residents
- Income bands should be based on intervals of £50
- The maximum level of income per week before someone is not eligible for CTS of £450 per week or £23,400 per year
- The maximum discount awarded for (non protected) working age residents should be 80%
- Introduce a Hardship Fund to support residents transition for the current CTS scheme to an income banded scheme

3.15 The table below demonstrates a £50 income banded scheme which provides 80% discount to residents on the lowest income.

Net Weekly Income in £50 Banded Schemes	Yearly income	% Discount Awarded
1. Claimant and/or partner with disability benefits and not working		100%
£0 to £150	£0 - £7,800	80%
£151 to £200	£7,800 - £10,400	70%
£201 to £250	£10,400 - £13,000	60%
£251 to £300	£13,000 - £15,600	50%
£301 to £350	£15,600 - £18,200	40%
£351 to £400	£18,200 - £20,800	30%
£401 to £450	£20,800 - £23,400	20%

3.16 In simplifying the scheme the only other information that is needed before CTS can be calculated under an income banded scheme, is the banding of the property (which we will know), and the income of any other adults (non-dependants) living the property, for which we will make a deduction, the deductions have been simplified into 3 groups for ease of administration. A non-dependant is another adult living in the property who is not the claimant or partner, a non-dependant could be an adult son or daughter living with their parents. All adults are expected to contribute towards payment of Council Tax and therefore we make a deduction to the amount of CTS entitlement as a non-dependant deduction. The non-dependant deductions are £5.00 where the non dependant is not working eg claiming Universal Credit or Job Seekers Allowance, £10.00 where the non-dependant earns less than £23,000 and £30.00 where the non-dependant is earning £23,000 or above.

3.17 The table below demonstrates the financial implications of moving to a £50 income banded scheme, where pensioner claimants and vulnerable claimants not expected to work are 100% protected, and the maximum discount awarded to residents on the lowest income is 80%.

Income Band Scheme Example

Income Bands of £50 with no CTS paid if earned income over £150 per week. CONTAINS ALL CHANGES DONE FOR PREVIOUS MODelling												
Income Banded with Vulnerable Protection	Original Income Bands for DISABWORK and INCOME BAND			As per the cabinet report all income revisions below have been taken into consideration in calculating the total savings - see 6.11.18 of Cabinet Report.								
	Net Weekly Income in £s	% Discount Awarded	% Council Tax To Be Paid	PERSONABLE	DSABWORK	DSABWORK	INCOMEBAND	TOTAL FINANCIAL IMPACT	LBC FINANCIAL IMPACT	HARDSHIP FUND	NET FINANCIAL IMPACT	
Disabled Residents Not able to work = 100% Protected	0 to 150	80	20									
Disabled Residents who are able to work = not 100% Protected	151 to 200	70	30									
	201 to 250	60	40									
All other claims, not 100% Protected	251 to 300	50	50									
	301 to 350	40	60									
	351 to 400	30	70									
	401 to 450	20	80									
Amount				-	-	665,032.95	64,762.78	7,584,626.98	-8,184,898.49	-6,547,918.79	818,489.85	-5,729,428.95

- 3.18 The total financial impact is a reduction in expenditure of £8.18m, the impact to Croydon is 80% £6.54m, we are also proposing a hardship scheme which is 10% of the total financial impact £818k and reducing the net financial impact to £5.72m.
- 3.19 Further to the principles set out at 3.14 above, the proposed scheme is designed to protect the most vulnerable residents including care leavers under 25 and disabled residents not able to work.
- 3.20 Any income disregarded (i.e. not counted) under the current scheme will continue to be disregarded under the new scheme, e.g. Disability benefits such as Disability Living Allowance and Personal Independence Payments. Any disregards on war pensions and war disablement pensions will continue.
- 3.21 Where a disabled resident is working we will disregard (remove) £50 from their earned income prior to calculation of CTS under an income banded scheme in order to provide additional protection.
- 3.22 Leaving Care residents under 25 are not affected by these changes as they will receive a Council Tax Reduction of 100% and so continue to have no Council Tax liability to pay.
- 3.23 A hardship scheme consisting of 10% of the financial impact i.e. £818k is proposed to support those most in need to transition from the existing CTS scheme onto the new income banded scheme. The hardship scheme will be administered by the Revenues team who are best placed to understand household circumstances and residents ability to pay Council Tax. Eligibility for the hardship scheme will be clearly defined once the new CTS scheme has been confirmed, but in principle households could qualify for the hardship scheme where:
- Specific families or circumstances mean families are not able to afford the changes
 - Households need support for a certain period of time in order to be able to amend their income and expenditure arrangements, to meet the changes in their Council Tax liability.

4. CONSULTATION

- 4.1 These proposals would represent a significant change for a large number of residents. It is important that residents and other stakeholders views are taken into account and reflected in the final design of any changes. A full and comprehensive consultation will allow us to seek feedback and explore options and to further mitigate any negative impacts of the proposed changes CTS scheme.

Section 13A of the Local Government Act 1992 requires the Council as the billing authority to make a localised Council Tax Support scheme in accordance with section 1A of the Act. Each financial year the council must consider whether it wants to revise the scheme, leave as is or replace it. Consultation must occur on any option required to change the scheme prior to introduction, and is set out in Schedule 1A (3) of the Local Government Finance Act 1992:

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

4.2 When carrying out consultation the following guiding principles for a fair consultation must be adhered to:

- At a time when the proposal are at a formative stage
- Include sufficient reasons to enable those consulted to give consideration and respond
- Awareness of the factors which are of decisive relevance to the decision
- Adequate time for consideration and response
- The result of the consultation should be conscientiously taken into account by the decision makers when the decision is made.

4.3 Consultation will take place with the following:

- Major Precepting Authorities – a formal request will be made for comments on the proposed scheme. This will be in writing giving a 14 day timescale for any response. Experience from previous consultations have shown that preceptors will be focussed on the effect on the Council Tax base as well as the effect on residents.
- Public – an open invitation will be given to all residents of Croydon to comment on the proposed new scheme, irrespective of whether they are in receipt of Council Tax Support or not. Both working age and pension age residents will be encouraged to respond, although it should be noted that the scheme for pension age claimants is prescribed by Central Government. If agreed the Council can only change the working age Council Tax Support scheme. An online survey will be made available via the Council's website, and a comprehensive communications plan will be delivered to ensure as much feedback as possible.
- Other stakeholders – including commissioned providers as follows:-
 - Age UK Lead – Disability Croydon & Croydon Vision
 - Citizens Advice Bureau (CAB)
 - MIND
 - Purley Cross Community Information Centre
 - Royal Association for Deaf (RAD) People
 - John Whitgift Foundation / Carers Information Service

The Council will also contact other interested stakeholders such as Money Advice and Pension Service (MAPS), as well as other groups providing welfare support to residents for their comments and feedback.

4.4 Approval to commence consultation by officers is proposed to enable adequate consideration of proposals resulting from the consultation by December 2020, being the year prior to the scheme being implemented.

4.5 In addition to formal consultation, the Council will provide information on its website as to the proposed changes.

4.6 If a new scheme is agreed, the Council will contact any Council Tax payers affected by the changes.

5 PRE-DECISION SCRUTINY

5.1 This paper sets out proposed changes to the Council Tax Support scheme with a recommendation to undertake a full public consultation on the proposals. No pre-decision scrutiny on the decision to consult has been undertaken.

6 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

6.1 The current CTS scheme costs around £35m of which 80% or £28m is borne by the Council’s Collection Fund. The remaining 20% or £7m is attributed to the GLA.

6.2 The cost of CTS has increased year on year whilst Central Government funding has reduced year on year, so the financial gap is growing each year. As Central Government grant funding is contained within the Revenue Support Grant and has been amalgamated with Business Rates Retention scheme, it is not possible to determine the exact extent of the current funding gap.

6.3 Should CTS continue to growth at the existing pace, and no change is made to the existing scheme, the cost of the scheme could rise as follows:

- 2022/2023 £36.8m
- 2023/2024 £38.7m
- 2024/2025 £40.6m

6.4 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Revenue Budget available				
Expenditure				
Income				
Effect of decision from report				
Expenditure				
Income		£5.7m	£5.7m	£5.7m
Remaining budget				
Capital Budget available				
Expenditure				

**Effect of decision
from report**

Expenditure

Remaining budget

_____	_____	_____	_____
_____	_____	_____	_____

6.5 The effect of the decision to move to an income banded scheme is two fold

- Some working age resident will be asked to contribute more towards their Council Tax, whilst pensioners and disabled residents will remain 100% protected from any change to their current CTS entitlement.
- The new scheme will be simplified with less complexity and it will be easier and faster for residents to make a claim.

6.6 Risks – as we are asking some residents to pay more towards their Council Tax there is a risk that they may struggle to make the requested payments. To mitigate this risk, the Council will implement a hardship scheme to support those most in need or unable to pay their Council Tax due to the transition from the existing CTS scheme. In addition to this the Council have close working partnerships with welfare agencies e.g. CAB and MAPS to further support residents in need.

6.7 The financial impact of the recommendation set out in this report will be included in the budget setting and MTFS proposals 2022/23.

Approved by: Matthew Davis Interim Director of Finance and deputy s151 officer

7. LEGAL CONSIDERATIONS

7.1 The Head of Litigation and Corporate comments on behalf of the Interim Director of Law and Governance that the Council is required, under the Local Government Finance Act 1992 ('the 1992 Act'), for each financial year, to consider whether to revise or replace its CTS scheme. The Council's first substantive review, detailed in this report, complies with this requirement.

7.2 The 1992 Act provides that a billing authority's Council Tax Reduction Scheme must include proscribed matters set out in the Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012. As a consequence the Council is required, without any exercise of discretion, to amend the CTS Scheme, to reflect any changes made to those regulations.

7.3 This report includes a recommendation that the revised and proposed CTS scheme be consulted upon to reflect both the regulations under this requirement and the other changes set-out within this report.

7.4 When a billing authority decides to revise or replace its scheme it is required to comply with the preparation requirements set-out in the 1992 Act. Any proposals over and above from what is required by statute must ensure these preparation requirements are adhered too. This includes publishing the draft scheme and consulting upon it.

7.5 The proposed consultation is set-out within section 4 of the report. Any

consultation process should be conducted in accordance with the Gunning principles, as set-out at paragraph 4.2.

- 7.6 Under the 1992 Act, a decision to revise a billing authority's scheme is required to be made by the authority, not its executive. This is outlined at paragraph 2.6 of the report.

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

8. HUMAN RESOURCES IMPACT

- 8.1 There are no immediate HR issues arising from this report for LBC employees or staff.

Approved by: Gillian Bevan Head of HR Resources

9. EQUALITIES IMPACT

- 9.1 An equalities impact assessment has been completed and this will be reviewed after the statutory consultation has taken place and results have been analysed.

- 9.2 The Council recognised that some people may be affected more than others. The groups listed below were identified by the Council to be affected by the new CTS scheme

- Families with children
- Lone parents with children under 5 years
- Carers
- Full time and part time workers
- Single people and couples with children
- Single people and couples who are not working and receiving means tested benefit or Universal Credit

- 9.3 In the absence of relevant data, it is not possible at this time to determine whether there is a correlation between the aforementioned groups who may be more affected by the scheme and the equality characteristics. It is noted that consultation will be taking place with other interested stakeholders such as Citizens Advice Bureau and Money Advice and Pension Service along with groups providing welfare advice to residents. Once such consultations have taken place and feedback received with regard to the characteristics of service users of these support organisations, it will be necessary to review the impact on each protected characteristic.

- 9.4 There are four potential outcomes of an Equality Analysis these are:
- No major change - the Equality Analysis demonstrates that the policy is robust and that the evidence shows no potential for discrimination and that all opportunities to advance equality have been taken;
 - Adjust the proposed change to lessen the impact should it adversely impact the Council's ability to meet any of the Public Sector Duties and/or remove barriers or better promote;

- Continue the proposed change despite potential for possible adverse impact or missed opportunities to promote equality – as we are satisfied that these will not lead to unlawful discrimination and there are justified reasons to continue as planned;
- Stop and remove the change – if there will be potential for adverse effects on one or more protected groups that are not justified and cannot be mitigated it must be stopped and removed or changed.

Until full Council have made their decision around what changes will be made to the existing scheme (if any), it is not possible to confirm the outcomes of an Equality Analysis. This will be updated once we are made aware of the Full Council decision in January 2022.

Approved by: Denise McCausland, Equalities Programme Manager

10. ENVIRONMENT AND CLIMATE CHANGE IMPACT

- 10.1 Failure to adopt a new simplified scheme will lead to an increase in administration. This in turn will lead to an increase use of resources.
- 10.2 Moving to an income banded scheme will result in less effort, evidence and information sharing. Further automation will be used, and as a result of this less resources will be used. And this will have a positive impact on environment and climate change.
- 10.3 The Council has a commitment to address environmental sustainability as an integral part of all activity. The Green Commitment and Environmental Procurement Policy are key relevant policies.

11. CRIME AND DISORDER REDUCTION IMPACT

- 11.1 No impact on Crime and Disorder.

12. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 12.1 The current scheme is closely based on the old Council Tax Benefit scheme, so does protect the most vulnerable residents, any changes to the scheme would mean that some residents will be asked to pay more towards their Council Tax. However, the current scheme is at significant cost to the Council, and many Councils have moved away from the old CTB scheme to income banded schemes which are simpler and less complex to administer and understand.
- 12.2 It is not known how much funding the Council receives from Central Government to help pay for CTS expenditure, which is currently £35.04m. What we do know is that expenditure is increasing year on year and that funding is decreasing year on year. The Council is not in a financial position to continue with the existing CTS scheme.

12.3 The Council is therefore recommended to agree a move to an income banded CTS scheme as per this report and to consult on the revised scheme following the mayoral referendum in October 2021.

13. OPTIONS CONSIDERED AND REJECTED

13.1 Cabinet has previously considered 3 Options in relation to CTS scheme, and these are:

- Do nothing to change the existing CTS scheme
- Make slight changes to the existing CTS scheme
- Move to a new income banded CTS scheme

13.2 They have rejected the options to do nothing, or make slight changes to the existing scheme as they are not viable. They agreed to move to an income banded CTS scheme.

14. DATA PROTECTION IMPLICATIONS

14.1 None required. The new scheme uses only existing data held. No further personal data will be requested, obtained, held or published.

14.2 WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?

YES

Name, Address, Date of birth, National insurance number, income details, capital information and household information which may include special category data, such as ethnicity and health information

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

YES

CONTACT OFFICER: Catherine Black, Head of Payments, Revenue and Benefit

BACKGROUND DOCUMENTS: None

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REPORT TO:	Cabinet 18 October 2021
SUBJECT:	Consultation on the Closure of Purley Leisure Centre
LEAD OFFICER:	Interim Executive Director for Place; Sarah Hayward Director for Growth, Employment & Regeneration; Stephen Tate
CABINET MEMBER:	Councillor Oliver Lewis; Cabinet Member for Culture & Regeneration
WARDS:	Purley & Woodcote
COUNCIL PRIORITIES 2020-2024	
<p>Closing Purley Leisure Centre will enable the Council to live within our means, balance the books and provide value for money for our residents. This will be achieved by avoiding further repair and maintenance costs on the leisure facility. It will also reduce losses within the Leisure contract, improving financial performance, increasing the profit share return to the Council, and providing surplus to re-invest in the borough's other leisure centres.</p>	
FINANCIAL IMPACT	
<p>Purley Leisure Centre is the oldest facility in the borough. It is currently closed due to broken obsolete mechanical and electrical equipment in the building. Estimates to replace the broken air handling unit are £200,000, but form part of a total replacement of the mechanical and electrical equipment in the building estimated in 2019 to cost £1,600,000, but with inflation and contingency this is likely to be closer to £2,000,000. In addition, there are also building repairs and maintenance required to make the leisure centre operational, estimated to cost a further £1,000,000.</p> <p>Historically Purley Leisure Centre has operated at a significant loss within the Leisure contract, and has been subsidised through a management fee to the operator. In 2018/19 there were losses of £186,803, and 2019/20 losses of £123,139. Keeping the facility closed would remove a financial drain from the Leisure contract. The impact of this would be an increased likelihood of the contract operating at a surplus. Any surplus generated would be used to repay the £279,000 loan to GLL during the Covid pandemic. Once the loan was repaid, any surplus would be shared between the Council and operator, Greenwich Leisure Limited (GLL).</p> <p>Due to the economic downturn following the Covid pandemic and the planned reduction in the management fee the Leisure contract is no longer able to support facilities that do not at least break even.</p>	
FORWARD PLAN KEY DECISION REFERENCE NO.: not a key decision	

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

1. RECOMMENDATIONS

The Cabinet is recommended to:

- 1.1 Not reopen Purley Leisure Centre.
- 1.2 Consult with residents on the mitigations of using alternative leisure facilities at Waddon and New Addington.

2. EXECUTIVE SUMMARY

- 2.1 Purley Leisure Centre is the oldest leisure facility in the borough, being built in 1982. It has not re-opened since the start of the Covid pandemic. Mechanical and electrical plant equipment has broken during the hibernation of the building and the building does not comply with guidance on ventilation post-Covid.
- 2.2 Repairs and maintenance costs of circa. £3m are required to bring the facility to a safe, modern and efficient standard.
- 2.3 The facility has historically operated at a deficit of £123,000 and £186,000 per year, with little opportunity to increase income. The economic impact of Covid means that Purley Leisure Centre can no longer be supported by other facilities in the Leisure contract.
- 2.4 Investment in Purley Leisure Centre does not provide value for money for residents and the facility will remain closed.
- 2.4 Consultation with residents from 11th October to 21st November 2021 on the mitigations of using nearby Waddon and New Addington leisure centres.

3. BACKGROUND

- 3.1 Purley Leisure Centre is situated in the south of the borough in the Purley and Woodcote ward. It was built in 1982 in a joint facility in Purley shopping precinct. The leisure facility contains a swimming pool and gym equipment.
- 3.2 Purley Leisure Centre is the oldest leisure facility in the borough and is in need of significant repair and maintenance to keep the building operational. A building condition report in November 2014 identified that the mechanical and electrical plant equipment was beyond its operational life and at risk of catastrophic failure. The report also identified that repairs and maintenance were required to the fabric and finish of the building to ensure that it was a safe and welcoming building. A copy of the report can be found in Appendix A.
- 3.3 Between 2015 and 2019 the following works were undertaken:
 - 1. Teaching Pool Plant room (Room 53)
 - a. AHU 4 Teaching Pool Void anti-condensation supply air unit.
 - b. AHU 5 Teaching Pool Supply and Extract.

Note: the above change only applies to the AHU itself - no pipework, control, ductwork or other ancillaries appears to have been changed.

2. Changing Room AHU (Room 52)

a. AHU 7 Supply Fan only replaced within the unit. The AHU case and other components remains existing.

3. Acc WC Changing Room AHU (Room 54)

a. AHU 6 Supply Fan only replaced within the unit. The AHU case and other components remains existing.

4. Boiler Room (Room B56)

a. Two burners replaced on the boilers.

- 3.4 A further survey of the mechanical and electrical equipment in 2019 identified that the plant equipment needed to be replaced within the next three years. The report estimated that the cost of replacing all of the plant would be £1,600,000. With inflation and contingency this is now likely to be £2,000,000. In addition, further building improvement works are required, estimated to be another £1,000,000. A copy of the report can be found in Appendices B, C, D, E and F.
- 3.5 The 2019 building survey highlighted that the age and condition of the building and the inefficient plant equipment make the running costs considerably higher than a modern equivalent. In addition, the inefficiency of the plant equipment was having a detrimental impact on the building fabric, causing ceiling tiles to fall, high levels of humidity, and condensation build up.
- 3.6 In addition, Purley Leisure Centre has been operating at a significant loss for a number of years. In 2018/19 the facility operated at a loss of £186,803, and in 2019/20 at a loss of £123,139. The Council have worked with Greenwich Leisure Limited (operating as Better) throughout the Covid pandemic to make efficiencies across the Leisure contract. At all other facilities it has been possible to reduce costs to ensure that each facility is operating on a cost neutral basis as a minimum, however this has not been possible at Purley Leisure Centre because of the high running costs.
- 3.7 When considered together, the capital repairs and maintenance costs needed to reopen, and the high running costs to operate do not provide value for money for residents.
- 3.8 The impact of Covid on the leisure industry has been significant. In March 2020 all leisure facilities had to close to meet Government guidance on social distancing. Between national lockdowns it was possible to open some leisure centres within the 2m social distancing regulations. However, due to the space and layout of Purley Leisure Centre it was not possible to do so.
- 3.9 Ahead of the lifting of social distancing guidelines on 19th July the operator attempted to turn on the mechanical and electrical plant equipment to ensure that it was working effectively and within updated guidance. Unfortunately, the air handling unit at Purley Leisure Centre would not work, and due to its age and condition is irreparable. Without a functioning ventilation system Purley Leisure Centre does not meet the latest guidance on air replacement in public buildings and, therefore, has not been able to reopen.

3.10 The Croydon Local Plan 2018 (Appendix H, page 333) identifies that Purley Leisure Centre, car park, and former Sainsbury's supermarket are suitable for redevelopment. Within the Plan highlights that the options for the site include:

“Mixed use redevelopment incorporating public car park, new leisure facilities, including a swimming pool, and other community facilities, healthcare facility, creative and cultural industries enterprise centre, retail or residential accommodation.”

3.11 A brand new leisure centre in New Addington was opened in January 2020 containing a competition standard swimming pool, gym and leisure facilities. There is sufficient capacity within this facility to accommodate Purley Leisure Centre users.

3.12 Proposals are being developed that will see the expansion of the gym facilities at Monks Hill Leisure Centre. Additionally, this will increase the gym facilities in the south of the borough.

3.13 The impact of Covid on the leisure industry has been significant. Across the country local authorities have been faced with costs associated with hibernating closed facilities and a loss of income from memberships. Membership rates in Croydon are currently at 72% or pre-Covid levels. The industry is slowly recovering after the social distancing restrictions have been eased, but not all facilities have been able to reopen. For example, Sheffield City Council have been unable to reopen Ponds Forge International Sports Centre because of £500,000 of repairs attributed to deterioration of the building during hibernation.

4. CONSULTATION

4.1 The Council commenced a six week consultation with residents on the mitigations of closing Purley Leisure Centre. This consultation is to ensure that residents are able to provide feedback on the mitigations of closing the facility.

4.2 The consultation began on 11th October 2021, following delegated authority from the Cabinet Member to commence the consultation. The consultation will close on 21st November 2021.

4.3 During the consultation Purley Leisure Centre will not reopen and users will be encouraged to use either Waddon or New Addington leisure centres. Both facilities have capacity in the gym and pool facilities to accommodate Purley Leisure Centre users.

4.4 Feedback from the consultation will be provided to Cabinet on 6th December 2021, with recommendations on any mitigation measures to be implemented.

5 PRE-DECISION SCRUTINY

5.1 The decision to consult with residents did not go to Pre-Decision Scrutiny.

6 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 6.1 Closing Purley Leisure Centre will avoid the need to spend £3m on capital investment in the facility. This capital expenditure is not factored into the Medium Term Financial Strategy and would be funded from additional borrowing.
- 6.2 Purley Leisure Centre was operating at a deficit of between £123,000 and £186,000 per year before the impact of the Covid pandemic. These losses have previously been funded from income generated in the contract and an annual management fee payment to Greenwich Leisure Limited. Currently leisure centres across the borough are operating at between 60% and 70% usual capacity as confidence in the sector is restored. This has impacted upon the income generation within the Leisure contract. Mitigations have been made at all other facilities to ensure that the leisure centre is operating on a cost neutral basis, however, this has not been possible at Purley Leisure Centre.
- 6.3 The Council have provided a loan of £279,000 to Greenwich Leisure Limited to cover the losses incurred at the start of the Covid pandemic. The Government have provided to Croydon £988,000 in grant funding as part of the National Leisure Recovery Fund. The criteria for this funding excluded Purley Leisure Centre from being eligible.
- 6.4 Closing Purely Leisure Centre will improve the timescale for GLL to repay to loan to the Council. Once repaid, any surplus generated within the contract will be split 40% Council: 40% GLL: 20% re-investment in the facilities.
- 6.5 **Revenue and Capital consequences of report recommendations**

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Revenue Budget available				
Expenditure				
Income				
Effect of decision from report				
Expenditure				
Income				
Remaining budget	_____	_____	_____	_____
Capital Budget available				
Expenditure				
Effect of decision from report				
Expenditure				
Remaining budget	_____	_____	_____	_____

6.6 **The effect of the decision**

Closing Purley Leisure Centre will remove a £123,000 to £186,000 deficit from the Leisure contract. This will likely increase the surplus share received by the Council, after the loan has been repaid, and increase money to be re-invested in other leisure facilities.

The Council will avoid costs of circa £3m in repairs and maintenance at Purley Leisure Centre.

6.6 **Risks**

A successful challenge against the Council's decision will delay the decision to close the facility.

6.7 **Options**

Do nothing – not currently an option because the facility is closed due to outstanding repairs.

Undertake urgent repairs only – it is estimated to cost £200,000 to replace the air handling unit. This will fix the immediate problem but further work is required to make the facility safe and serviceable.

Full repairs and maintenance - £3m of repairs and maintenance to make the facility safe, modern and welcoming to members.

Close the facility – cost avoidance of £3m in repairs and maintenance, and annual savings within the contract of between £120,000 and £180,000 per year.

6.8 **Future savings/efficiencies**

Closing Purley Leisure Centre will avoid £3m of repair and maintenance costs. In addition, the performance of the Leisure contract will increase by between £120,000 and £180,000 per year. The other leisure facilities in the borough are operating at a minimum cost neutral basis and so there is increased likelihood of generating a surplus in future years. All surplus is split 40% Council: 40% GLL: 20% re-investment fund.

Approved by: Michael R Jarrett, Place Department Head of Finance

7. **LEGAL CONSIDERATIONS**

7.1 There is no statutory duty to consult in relation to the closure of a leisure centre.

7.2 Notwithstanding 7.2 the Council is to consult with residents, particularly those who are significantly impacted as to any potential closure in relation to the suggested mitigations that may then be implemented, as set-out in the body of the report.

7.3 Any consultation process should be in accordance with the Gunning principles, which are as follows:

- The consultation must be at a time when proposals are still at a formative stage.
- The proposer must give sufficient reasons for any proposal to permit of intelligent consideration and response. Those consulted should be aware of the criteria that will be applied when considering proposals and

which factors will be considered decisive or of substantial importance at the end of the problem.

- Adequate time must be given for consideration and response.
- The product of consultation must be conscientiously taken into account in finalising any statutory proposals.

- 7.4 Any ongoing or permanent closure of Purley Leisure Centre will require an amended in the contract with Greenwich Leisure Limited through a contract variation.

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

8. HUMAN RESOURCES IMPACT

- 8.1 There are no staffing implications of HR impact arising from this report or from this decision. If any issues arise these will be managed under the Council policies and procedures.

Approved by: Jennifer Sankar, Head of HR Place & Housing on behalf of the Elaine Jackson, Assistant Chief Executive Officer

9. EQUALITIES IMPACT

- 9.1 Purley Leisure Centre membership is comprised of young families and retirement age residents. It is anticipated that these groups will be impacted by the decision to close the facility. A review of public transport and parking provision at nearby New Addington and Waddon leisure centres is being considered through the consultation process.

- 9.2 There are also a number of members with a physical disability who use Purley Leisure Centre and it is anticipated that they will be impacted by the closure of the facility. It should also be noted that service users with disabilities are only eligible for a blue badge if they receive Disability Living Allowance or receive Personal Independence Payment and are unable to walk for more than 50 metres. Therefore service users who do not meet this criteria would be unable to access disabled parking bays.

In addition some disabled people are allocated blue badges because of their inability to plan and follow journeys because it may cause psychological distress, such service users would also be affected by the proposals.

There is no statutory requirement under the Equality Act 2010 to make provision for a certain number of disabled parking spaces either in a building in its construction or during the course of its subsequent use.

- 9.3 This proposal may also impact on service users with invisible disabilities, such as mental health conditions who use the leisure centre to manage such conditions. Use of physical activity to manage mental health conditions is often

advised by support organisations, this use may have increased since the Covid 19 restrictions.

- 9.4 Though no complaints have been raised at this stage, it is possible that female service users may not wish to travel to other centres because of fear of crime, in particular female users who use the leisure centre in the evening.
- 9.5 Transgender and non-binary service users may not wish to travel to other leisure centres because of fear of hate crime.

Approved by: Denise McCausland, Equalities Programme Manager

10. ENVIRONMENTAL IMPACT

- 10.1 The existing mechanical and electrical plant equipment is mainly from the original installation and is at the end of its operational life. It has been estimated that the air handling unit was working at 50-60% efficiency before the leisure centre was put into hibernation during the Covid pandemic. By closing Purley Leisure Centre there will be a reduction in emissions associated with operating inefficient plant equipment.

11. CRIME AND DISORDER REDUCTION IMPACT

- 11.1 There is no impact by this decision.

12. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 12.1 It is recommended to close Purley Leisure Centre and encourage users to use the nearby New Addington and Waddon leisure centres. The repair and maintenance costs for Purley Leisure Centre are unaffordable to the Council.
- 12.2 The facility currently operates at a significant revenue deficit, adding financial pressure to the Leisure contract.
- 12.3 There is capacity in gym and swim facilities at nearby New Addington and Waddon leisure centres.

13. OPTIONS CONSIDERED AND REJECTED

- 13.1 **Do nothing** – not currently an option because the facility is closed due to outstanding repairs.
- 13.2 **Undertake urgent repairs only** – it is estimated to cost £200,000 to replace the air handling unit. This will fix the immediate problem but further work is required to make the facility safe and serviceable.
- 13.3 **Full repairs and maintenance** - £3m of repairs and maintenance to make the facility safe, modern and welcoming to members.

14. DATA PROTECTION IMPLICATIONS

14.1 WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?

NO

CONTACT OFFICER: Robert Hunt, Interim Head of Assets & Involvement, 0208 726 6000 ext. 63309

APPENDICES TO THIS REPORT: Appendix A – Purley Leisure Centre Report 2014
Appendix B – Purley Leisure Centre Report 2019
Appendix C – Major Plant (Mechanical) - REVISED 2019-07-02
Appendix D – Major Plant (Electrical) - REVISED 2019-07-02
Appendix E – Major Plant (Pool Filtration) - REVISED 2019-07-02
Appendix F – Minor Asset Register
Appendix G – Equalities Impact Assessment

BACKGROUND PAPERS: Croydon Local Plan 2018

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INTERSERVE FACILITIES MANAGEMENT

IN PARTNERSHIP WITH LONDON BOROUGH OF CROYDON

ASSET MANAGEMENT SURVEY

**PURLEY LEISURE CENTRE
50 HIGH STREET
PURLEY
CR8 2AA**

Survey Year: 2014-2015

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PURLEY LEISURE CENTRE

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Electrical Services

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PHOTOGRAPHS



A - Main Building



working
with



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THE BRIEF

Purley Swimming Pool was built during 1982/83. This Building is adjacent to the former Sainsbury's Supermarket building and car park.

It therefore follows that most of the plant and equipment is approaching the end of its recommended "useful life". The Schedule of Remedial Work enclosed within this report indicates the Priority System that has been used to evaluate key component parts of the building:

Priority 1- Requiring work within a timescale of one year.

Priority 2- Requiring work within a timescale of two years.

Priority 3- Requiring work within a timescale of three years.

It is our opinion that the pool is generally in poor condition. There is an urgent need to carry out capital repair works in order for the building to be continued to be used in its present manner. The works are important to ensure that the existing air handling units are retained in working order, together with the boilers and pumps that ensure that the building continues to be heated.

The main roof to the building was leaking at the time of the survey, it is therefore vital that that this is repaired in the near future. Forward planning for the building should ensure that further capital expenditure is reserved for renewal of the whole of the thirty year old roof coverings within an approximate time scale of three years. The building requires additional emergency Lighting to comply with BS5266 and fire alarm equipment to comply with BS5839.

It is our opinion that other minor remedial works identified during our survey can be addressed during the planned maintenance programme.

Row Labels	Total Cost	Year 1	Year 2	Year 2-3
Building Work	323,125.00	24,250.00	89,675.00	209,200.00
Electrical	16,400.00	16,400.00		
Mechanical	527,000.00	527,000.00		
Grand Total	866,525.00	567,650.00	89,675.00	209,200.00

SUMMARY STATEMENTS

BUILDING WORKS

INTRODUCTION

This survey has been carried out following a request from Fiona Bowman, Head of Facilities Management, to establish the condition of the building that provides a pool and leisure centre, located in The High Street Purley. The building under consideration comprises adult pool, junior pool, changing facilities, fitness centre, and reception, and associated staff facilities.

Please note that the survey does not include any recommendations for the removal of asbestos. Any queries in relation to asbestos items should be directed to Chandru Santhirakumar on 020 8726 6000, extension 62838.

BACKGROUND

Purley Swimming Pool was completed in 1982 and comprised part of a complex that provided leisure, shopping and parking facilities located on a large piece of land that was formerly an outdoor parking facility for the public in Purley.

The pool and car park were handed over to the Council as part of a planning gain associated with the permission that was granted to Sainsbury's to construct a supermarket, (subsequently closed circa 2000).

THE SURVEY

The survey examines the condition of the major building elements and makes recommendations for their future maintenance and repair. Photographs are provided to indicate the need for remedial works and these are shown within the photographic survey in the Appendix attached to the rear of this report.

EXTERNAL WORKS

Roof Coverings

The pool has a number of different roofs. Over the main pool and junior pool there is an inverted roof, comprising felt, paving slabs, and ballast dressing. Over the paved walkway adjacent to Sainsbury's there is a pitched zinc roof.

At the time of the survey the roof above the main pool was leaking, water was escaping from the rainwater outlets into the main pool below. An inspection of the main roof confirms that a number of previous repairs have been carried out in the past. It is now recommended that a further urgent repair is executed to prevent this roof leak.

BUILDING WORKS

EXTERNAL WORKS

Roof Coverings (cont'd)

In the long run consideration should be given to the replacement of the roof coverings above the two pools with high performance felt roofing with cut to falls insulation. This is shown within the report as an option at an approximate time scale of 3-5 years.

The survey also recommends the replacement of the roof coverings above the canopy, and to the side of the building adjacent to the offices.

Rainwater Goods

Many of the rainwater pipes that drain the main roof pass through external wall above the main swimming pool. There is an indication that the joints around the rainwater outlets and pipe sleeves are leaking and allowing water to seep through the roof onto the floor of the access area surrounding the main pool. (See photographs attached).

It is recommended that the rainwater outlets, together with the down pipes that discharge through the walls of the main pool, are replaced with new "Fulbora" outlets and aluminium pipes that will withstand the corrosive effects of the dosing chemicals used within the pool.

External Walls

The building is constructed using a concrete frame with cavity brick external walls. It is possible that the cavity is only 50mm wide, with little or no insulation. This is indicated by the large amounts of condensation that can be seen on the glazing above the High Street elevation. The external walls of the building also appear to be permanently wet, due to large volumes of condensation that are escaping as water at the junction of the brickwork and the glazing (see attached photographs).

The effect of the water draining down the brickwork is prematurely ageing the external wall, affecting the pointing and the permeability of the brickwork.

It is recommended that the external walls surrounding the pools are insulated on the inside face to raise the dew-point temperature of the enclosure. This should reduce the effects of condensation and the consequent corrosion that is affecting many of the steel fixings supporting the lighting and suspended ceiling above the pool.

Generally the curtain walling is in good condition, although some of the framework adjacent to the main entrance has been vandalised. It is understood that the curtain walling to the North West Elevation has been leaking in the past, and is therefore recommended for replacement within a three to five year timescale.

BUILDING WORKS

EXTERNAL WORKS (cont'd)

External Windows and Curtain Walling

The building has aluminium framed curtain walling with double glazed units fitted within the mullions. There are no infill panels that would normally provide insulation within the curtain walling.

INTERNAL WORKS

For ease of reference the internal areas within the building have been divided into the component areas that form the pools and ancillary changing areas, gym and office spaces.

Main Pool

The main swimming pool comprises a reinforced concrete pool that has a tiled surface, with a perimeter that is also covered with ceramic tiles. The pool is surrounded by cavity brick walls.

Large areas of wall tiles have been replaced at the opposing ends of the pool, although the wall tiles that remain from the original pool construction are damaged in many areas and should also be replaced.

The tiles to the flooring that surrounds the viewing area are in many areas worn and should also be replaced. There is also an indication that the yellow coloured non-slip nosing's that are attached to the access steps are also worn, it is unlikely that these could be seen by a partially sighted person.

The supporting steel work for the roof also requires inspection to establish that there are no defects. It would be necessary for the pool to be closed to do this.

Many of the doors that surround the rooms to the right of the pool are damaged and require renewal. It is recommended that a more durable aluminium door is specified, that would be more tolerant in relation to the high humidity levels that prevail.

All of the floor tiles that surround the pool appear to be affected by ingrained dirt. A systematic approach to the cleaning of these areas should be adopted, involving regular steam cleaning/pressure washing etc, to eliminate possible infection.

BUILDING WORKS

INTERNAL WORKS (cont'd)

Junior Pool

The junior pool is constructed in a similar manner to the main swimming pool, although there are not the inherent problems associated with condensation, as witnessed in the main pool. There is however an area of salt erosion to a wall that has not been tiled. It is recommended that the area of plaster is removed and the whole of the wall tiled.

There is also work required to renew the damaged doors from the main pool into the beginners' pool.

Male Changing Area showering and Toilet facilities

Once again the floor ties require steam cleaning/ pressure washing on a regular basis to remove the ingrained dirt that can cling to mottled non-slip floor tiles.

There is also a need to modernise the sanitary ware in this area that is damaged and outdated over a period of thirty years and replace the ceiling tiles that have been affected by algae.

There is also a damaged timber door that should be replaced with an aluminium door that should resist the salt laden air.

There are a number of damaged wall tiles that should also be replaced.

Female Changing Area

Once again the floor ties require steam cleaning/ pressure washing on a regular basis to remove the ingrained dirt that can cling to mottled non-slip floor tiles.

There is also a need to modernise the sanitary ware in this area that is damaged and outdated over a period of thirty years and replace the ceiling tiles that have been affected by algae.

There are a number of damaged wall tiles that should also be replaced.

Fitness Room and Gym

An inspection of this area was carried out that has confirmed that the whole area has been recently redecorated and new carpet provide.

There is a need to carry out minor plaster repairs and to replace rubber matting in the areas surrounding the gym.

BUILDING WORKS

INTERNAL WORKS (cont'd)

Staircase and Landing Area

An inspection of the staircase and landing area located at the rear of the building has indicated that the roof adjacent to the side entrance to the former “Sainsbury’s” supermarket is also leaking. It is suggested that the roof coverings to this roof are renewed.

It is also recommended that the walls and ceilings to this area are redecorated.

Offices

An inspection of this area was carried out, no defects were noted.

Disabled Toilets and Changing Facilities

There is a need to provide new sanitary ware to this area, floor tiles and wall tiles. There is also a need to carry out works to the access corridor to these areas and other General Areas, including Staff Room and Toilets.

Andrew Mecklenburgh, AMP Building Surveyor

Survey Date: November 2014

MECHANICAL SERVICES

TANK ROOM - 6TH FLOOR

- Heating Feed and Expansion tanks
- Chlorine Dioxide Unit
- Sectional Water Tank CWS

All units in this area are ok short to long term.

BOILER ROOM - 4TH FLOOR

- 2no Saacke Gas Burners - need replacing in the short term.
- 2no Hartley & Sugden Boilers - need replacing in the short term.
- 1no CHP Unit - Should be replaced in the short term.
- 1no Jet Make Up Unit - ok short to long term.
- 1no Expansion Vessel - should be replaced in the short term.
- 2no Heating Pumps LTHW -right hand pump to be replaced in the short term.

AHU'S ON ROOF - 4TH FLOOR (MAIN POOL)

- All three units should be replaced in the very short term.

AHU - 2ND FLOOR (SMALL POOL)

- This unit should be replaced in the short term.

PLANT ROOM - GROUND FLOOR

- 2no Pullen Heating Pumps - replace in the short term.
- 2no Sand Filters - replace ASAP.
- 2no Heat Exchangers for Pools - ok short to long term.
- 2no Hot Water Cylinders - ok short to long term.
- BMS Controls - should be upgraded in the short term.
- Pool Pumps & Strainers - should be replaced in the short term; pumps should be inverter pumps so they can ramp down at night.
- Pool Valves - should be replaced in the short term as they do not isolate.
- Pool Chemicals - ok short to long term.

CHANGING AREAS

- All shower valves in Ladies & Gents - should be upgraded in the short term.
- Ladies & Gents Toilets - should be upgraded in the short term (see building survey).
- Ventilation - should be replaced in the short term as it is ineffective.

ELECTRICAL SERVICES

The following works have been recommended:-

- Install additional emergency lighting, in various locations as listed, to comply with BS5266.
- Install additional fire alarm equipment, in various locations as listed, to comply with BS5839.
- Replace various tungsten and fluorescent fittings with suitable fluorescent luminaires.
- Plant room 13 - Paint/replace rusting isolators.
- Electrical intake 15 - Emergency lighting board. Supply and fit a circuit chart.
- Changing room 27 - Install an emergency alarm system.
- Area around pool 43 - Replace ageing alarm button.
- Area around pool 49 - Replace ageing alarm buttons.

List of Recommended Works:-

Location		Action	Works Description
Block Structure	0	Install	Install emergency light to comply with BS 5266
Plant Room	12	Install	Install emergency light to comply with BS 5266
Plant Room	13	Install	Install emergency light to comply with BS 5266
Store Room	14	Install	Install emergency light to comply with BS 5266
Gym	17	Install	Install emergency light to comply with BS 5266
Corridor	26	Install	Install emergency light to comply with BS 5266
First aid room	31	Install	Install emergency light to comply with BS 5266
Female Changing Rm	34	Install	Install emergency light to comply with BS 5266
Chemical Store	42	Replace	Replace with emergency light to comply with BS5266
Switch Room	52	Install	Install emergency light to comply with BS 5266
Air Circulation Room	53	Install	Install emergency light to comply with BS 5266
Service Duct	54	Install	Install emergency light to comply with BS 5266
Lift Motor room	55	Install	Install emergency light to comply with BS 5266
Boiler Room Level 4	56	Install	Install emergency light to comply with BS 5266
Tank Room Level 6		Install	Install emergency light to comply with BS 5266
Changing Room	27	Install	Install emergency alarm system
Switch Room	52	Install	Install to comply with BBS 5839
Service Duct	54	Install	Install to comply with BBS 5839
Lift Motor room	55	Install	Install to comply with BBS 5839
Boiler Room Level 4	56	Install	Install to comply with BBS 5839
Tank Room Level 6		Install	Install to comply with BBS 5839
Tank Room Level 6		Install	Install to comply with BBS 5839
Tank Room Level 6		Install	Install to comply with BBS 5839
Toilet	10	Replace	Replace with suitable fluorescent fitting

ELECTRICAL SERVICES

List of Recommended Works (cont'd):-

Location		Action	Works Description
Plant Room (battery area)	13	Replace	Replace with suitable GRP Vapourproof fluorescent fitting
Fire Escape	16	Replace	Replace with suitable fluorescent fitting
Switch Room	52	Replace	Replace with suitable GRP Vapourproof fluorescent fitting
Air Circulation Room	53	Replace	Replace with suitable GRP Vapourproof fluorescent fitting
Service Duct	54	Replace	Replace with suitable GRP Vapourproof fluorescent fitting
Lift Motor room	55	Replace	Replace with suitable GRP Vapourproof fluorescent fitting
Boiler Room Level 4	56	Replace	Replace with suitable GRP Vapourproof fluorescent fitting
Tank Room Level 6		Replace	Replace with suitable GRP Vapourproof fluorescent fitting
Plant Room	13	Paint/Replace	Paint/Replace rusting isolators
Electrical Intake Rm	15	Supply and Fit	Circuit chart
Area Around Pool	43	Replace	Replace ageing button
Area Around Pool	49	Replace	Replace ageing buttons

I have also left a list of minor defects that I have found for the Leisure Centre with the Manager Bernard Searle, which he has passed to the help desk:-

The list of defects left With Bernard Serle are as follows:

- Main Plant Room - Defective lights.
- Main Plant room - Defective 2 gang switch.
- Fire Exit Stairs from Beginners Pool - Defective lights.
- Main Pool - Defective flood light.
- Main Pool stairs to exit from public gallery - Defective lights.
- Store in locker room - Defective light.
- IT room Ground Floor - extract fan programmer missing exposing bare wiring.
- 2nd Floor Plant Room - Earth cable hanging loose.
- 2nd Floor plant room above beginners pool - Defective lights.

ELECTRICAL SERVICES

List of defects left With Bernard Serle (cont'd):

- External side exit door adjacent to lifts - Square light defective.
- External side exit door adjacent to lifts - Two son lights defective.

Alan Dunt, AMP Electrical Surveyor

Survey Date: November 2014

WORKS SUMMARY

Service Type	Area	Task	Description of Work	Work Priority	Additional Comment	Cost	Year 1	Year 2	Year 3-5
Building	External	Carry out repairs to the roof above the main pool	Remove ballast coverings and carry out roof felt repairs to two separate areas	1	Repairs required to the roof to prevent water ingress in the short term	18,000	18,000		
Building	External	Carry out renewal of all felts to the whole area	Remove ballast coverings and carry out renewal of the felts to the whole of the roof	3	Capital expenditure required to renewed the roof coverings	75,000			75,000
Building	External	Main entrance canopy	Renew the worn roof coverings above the main entrance canopy	2		5,000		5,000	
Building	External	Main Swimming Pool	Investigate defects to roof outlets and repair	1		2,500	2,500		
Building	External	External enclosure	Carry out leak test and repair to External wall to North West Elevation	2		3,000		3,000	
Building	External	External enclosure	Renew Double glazed sealed units External wall to North West Elevation	3		15,000			15,000
Building	External	External enclosure	Carry out dry lining and insulation to the inner face of the external wall	3	Dry lining required to prevent heat loss from building through the external walls	85,000			85,000
Building	External	Side entrance north elevation	Renew the worn roof coverings	2		2,000		2,000	
Building	External	Staircase from main lobby to 1st floor	External Aluminium curtain walling - Leak test & repairs	3		7,500			7,500
Building	Internal	Staff Room in plant room	Replace vinyl flooring	2		350		350	
Building	Internal	Staff WC	Refix loose tiles	2		250		250	
Building	Internal	Staff WC	Repaint concrete floor	2		150		150	
Building	Internal	Weights Gymnasium	Investigate pool drainage and replace ceiling tiles	2		400		400	
Building	Internal	Weights Gymnasium	Replace rubber matting	2		175		175	
Building	Internal	Gym corridor	Carry out minor plaster repair to walls	3		200			200
Building	Internal	Main reception lobby	Carry out minor floor repairs and threshold replacement	2		250		250	
Building	Internal	Staircase from main lobby to 1st floor	Replace stair nosing's	1		2,500	2,500		
Building	Internal	Main Swimming Pool	Inspect ceiling for leaks and allow for some repairs	2		5,000		5,000	
Building	Internal	Main Swimming Pool	Replace nosing's to viewing gallery floor	1		500	500		
Building	Internal	Main Swimming Pool	Rake out mastic where walls meet floor and replace	2		1,250		1,250	
Building	Internal	Main Swimming Pool	Rake out mastic in expansion joints and replace	2		1,000		1,000	
Building	Internal	Main Swimming Pool	Extend existing perimeter drainage to full perimeter of pool	2	The pool is flooding over the edge where bathers safety is affected	15,000		15,000	
Building	Internal	Main Swimming Pool	Carry out deep clean and pressure wash all floor tiles	2		3,000		3,000	
Building	Internal	Main Swimming Pool	Renew all floor coverings to the viewing gallery area with non-slip vinyl floor covering	2		8,000		8,000	
Building	Internal	Main Swimming Pool	Replace damaged internal doors to Areas 26 and 32 (3No) with aluminium doors	3		3,000			3,000
Building	Internal	Main Swimming Pool	Renew wall tiles to the areas that have not been replaced	2		9,000		9,000	
Building	Internal	Main Swimming Pool	Carry out inspection of all supporting steel work for the affects of corrosion	2	Safety inspection required due to ongoing roof leaks	15,000		15,000	
Building	Internal	Beginners Pool	Replace double doors to Training Pool (2No)	3		2,000			2,000
Building	Internal	Beginners Pool	Hack off loose defective plaster and carry out repairs to brickwork and tile on completion	2		5,000		5,000	

WORKS SUMMARY (cont'd)

Service Type	Area	Task	Description of Work	Work Priority	Additional Comment	Cost	Year 1	Year 2	Year 3-5
Building	Internal	Disabled Toilet	Redecorate ceiling	2		350		350	
Building	Internal	Disabled Toilet	Renew wall tiles	2		1,250		1,250	
Building	Internal	Disabled Toilet	Replace floor tiles	2		1,200		1,200	
Building	Internal	Disabled Toilet	Replace Sanitary Ware	2		3,500		3,500	
Building	Internal	Corridor Outside Disabled Toilet and Showers Changing Room & Shower	Repairs to tiled upstands	2		550		550	
Building	Internal	Corridor Outside Disabled Changing Room & Shower	Replace handrail with DDA compliant alternative	1		750	750		
Building	Internal	Male Changing Room 33	Pressure wash and deep clean	2		1,000		1,000	
Building	Internal	Male Changing Room 37	Pressure wash and deep clean	2		600		600	
Building	Internal	Male Changing Room 33	Replace damaged internal door with aluminium door	3		1,000			1,000
Building	Internal	Male Toilets and Washing Area 39	Remove all of the existing worn sanitary ware and tiling and provide new	3		8,000			8,000
Building	Internal	Corridor leading to Male Showers	Remove algae damaged ceiling tiles & replace with new	2		4,500		4,500	
Building	Internal	Changing Area 35	Pressure wash and deep clean	2		500		500	
Building	Internal	Female Changing Room 34	Pressure wash and deep clean	2		1,000		1,000	
Building	Internal	Female changing Area 41	Remove the damaged door & provide aluminium door	3		1,000			1,000
Building	Internal	Female Toilet and Washing area 41	Remove all of the existing worn sanitary ware and tiling and provide new	3		6,000			6,000
Building	Internal	Male Toilet and Shower Area 39	Pressure wash and deep clean	2		700		700	
Building	Internal	Female Toilet and Shower Area 41	Pressure wash and deep clean	2		700		700	
Building	Internal	Small Female Changing Areas	Renew Wall tiles	3		2,250			2,250
Building	Internal	Small Female Changing Areas	Renew Flooring with vinyl alternative	3		1,750			1,750
Building	Internal	Large Female Changing Room	Remove damaged wall tiles and provide new tiles where required	3		1,500			1,500
Mechanical	Boiler Room - 4th Floor	Boilers, burners, pumps & expansion vessel	Boilers over 25 years old therefore energy inefficient. If the boilers are not working properly the building cannot function. Therefore, the following items need to be replaced: -• 2no Saacke Gas Burners .• 2no Hartley & Sugden Boilers. • 1no Expansion Vessel .• 2no Heating Pumps LTHW .	1		100,000	100,000		
Mechanical	Boiler Room - 4th Floor	CHP unit	Combined Heating Power (CHP) unit should be replaced.	1		50,000	50,000		
Mechanical	AHU's on Roof - 4th Floor (Main Pool) & 2nd Floor (Small Pool)	AHU's	Please refer to Main Project Specification.	1		250,000	250,000		
Mechanical	Plant Room - Ground Floor	BMS controls	BMS Controls to be upgraded.	1		30,000	30,000		
Mechanical	Plant Room - Ground Floor	Sand in pool filters	Replace the sand within 2no Sand Filters.	1	The sand in both the filters is over 15 years old.	12,000	12,000		

WORKS SUMMARY (cont'd)

Service Type	Area	Task	Description of Work	Work Priority	Additional Comment	Cost	Year 1	Year 2	Year 3-5
Mechanical	Plant Room - Ground Floor	Pool pumps, valves & strainers & LTHW Pumps	Replace the following equipment: - 2no Pullen Heating Pumps (LTHW). Pool Pumps & Strainers – pumps should be inverter pumps so they can ramp down at night. Pool Valves – should be replaced as they do not isolate and the therefore the pool strainers cannot be opened and cleaned on a weekly basis.	1		25,000	25,000		
Mechanical	Male, Female & Unisex Disabled Changing Area	Shower valves	All shower valves in all Changing Areas should be replaced.	1		10,000	10,000		
Mechanical	Male, Female & Unisex Disabled Changing Area	Ventilation in changing areas	Ventilation in all the Changing Areas should be replaced as it is ineffective.	1		50,000	50,000		
Electrical	Block Structure	Emergency light fitting	Install emergency light to comply with BS 5266	1		1,200	1,200		
Electrical	Plant Room	Emergency light fitting	Install emergency light to comply with BS 5266	1		600	600		
Electrical	Plant Room	Emergency light fitting	Install emergency light to comply with BS 5266	1		2,200	2,200		
Electrical	Store Room	Emergency light fitting	Install emergency light to comply with BS 5266	1		400	400		
Electrical	Gym	Emergency light fitting	Install emergency light to comply with BS 5266	1		400	400		
Electrical	Corridor	Emergency light fitting	Install emergency light to comply with BS 5266	1		400	400		
Electrical	First aid room	Emergency light fitting	Install emergency light to comply with BS 5266	1		200	200		
Electrical	Female Changing Room	Emergency light fitting	Install emergency light to comply with BS 5266	1		200	200		
Electrical	Chemical Store	Bulkhead (tungsten)	Replace with emergency light to comply with BS 5266	1		200	200		
Electrical	Switch Room	Emergency light fitting	Install emergency light to comply with BS 5266	1		800	800		
Electrical	Air Circulation Room	Emergency light fitting	Install emergency light to comply with BS 5266	1		400	400		
Electrical	Service Duct	Emergency light fitting	Install emergency light to comply with BS 5266	1		400	400		
Electrical	Lift Motor room	Emergency light fitting	Install emergency light to comply with BS 5266	1		400	400		
Electrical	Boiler Rm Level 4	Emergency light fitting	Install emergency light to comply with BS 5266	1		400	400		
Electrical	Tank Rm Level 6	Emergency light fitting	Install emergency light to comply with BS 5266	1		400	400		
Electrical	Changing Room	Emergency Call System	Install emergency alarm system	1		250	250		
Electrical	Switch Room	Fire Bell or Emitter	Install to comply with BBS 5839	1		250	250		
Electrical	Service Duct	Fire Bell or Emitter	Install to comply with BBS 5839	1		250	250		
Electrical	Lift Motor room	Fire Bell or Emitter	Install to comply with BBS 5839	1		250	250		
Electrical	Boiler Rm Level 4	Fire Bell or Emitter	Install to comply with BBS 5839	1		250	250		
Electrical	Tank Rm Level 6	Fire Bell or Emitter	Install to comply with BBS 5839	1		250	250		
Electrical	Tank Rm Level 6	Fire System Alarm Button	Install to comply with BBS 5839	1		250	250		
Electrical	Tank Rm Level 6	Fire system detector	Install to comply with BBS 5839	1		250	250		
Electrical	Toilet	Bulkhead (tungsten)	Replace with suitable fluorescent fitting	1		100	100		

WORKS SUMMARY (cont'd)

Service Type	Area	Task	Description of Work	Work Priority	Additional Comment	Cost	Year 1	Year 2	Year 3-5
Electrical	Plant Room (battery area)	Fluorescent	Replace with suitable GRP Vapourproof fluorescent fitting	1		100	100		
Electrical	Fire Escape	Bulkhead (tungsten)	Replace with suitable fluorescent fitting	1		200	200		
Electrical	Switch Room	Fluorescent	Replace with suitable GRP Vapourproof fluorescent fitting	1		1,000	1,000		
Electrical	Air Circulation Room	Fluorescent	Replace with suitable GRP Vapourproof fluorescent fitting	1		600	600		
Electrical	Service Duct	Fluorescent	Replace with suitable GRP Vapourproof fluorescent fitting	1		400	400		
Electrical	Lift Motor room	Fluorescent	Replace with suitable GRP Vapourproof fluorescent fitting	1		400	400		
Electrical	Boiler Room Level 4	Fluorescent	Replace with suitable GRP Vapourproof fluorescent fitting	1		800	800		
Electrical	Tank Room Level 6	Fluorescent	Replace with suitable GRP Vapourproof fluorescent fitting	1		1,000	1,000		
Electrical	Plant Room	unspecified	Paint/Replace rusting isolators	1		400	400		
Electrical	Electrical Intake Room	Emergency Lighting	Circuit chart	1		200	200		
Electrical	Area Around Pool	Emergency Call System	Replace ageing buttons	1		200	200		
Electrical	Area Around Pool	Emergency Call System	Replace ageing buttons	1		400	400		

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Project: **Purley Leisure Centre**

Client: **Croydon Council**

Condition Survey of M&E Services



Rev	Date	Note
1.0	24.07.15	Draft Issue
1.1	20.08.15	Executive Summary Amended
1.2	02.05.2019	Following Site Survey 14.03.2019, report has been updated.

Version:	1.0	1.1	1.3	
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1.0 Executive Summary

Darnton B3 originally undertook a survey of the Leisure Centre back in 2015. Since then there have been updates and replacement undertaken within the Leisure Centre. DarntonB3 have been commissioned in 2019 to undertake and update of their original report.

This report forms the basis of the original investigation and has been updated to reflect changes where identified.

The Leisure Centre and Swimming Pool where constructed in the early 1980's, the majority of the Main Plant and equipment are original as of 2014 and therefore at the end of their practical life. There has been various updates undertaken and plant replaced, however some plant does remain operational however we deem the operation to be inefficient and prone to failure without notice.

There would be substantial work and capital expenditure to bring all the current plant and equipment to current standards in terms of energy efficiency. In terms of Regulations the building services do require minor modifications as detailed within this report. This report is not intended to address a complete overhaul of the services but to review maintenance and servicing over the next 5 years.

The centre is generally beyond its economical life in terms of plant and system life expectancy. A complete overhaul and replacement would see significant energy saving and efficiency improvements. Replacement of the systems together with building upgrades would give improved building environments to benefit users.

1.1 Budget Cost Summary

Within section 6.1 of this report we have included a schedule that identifies the anticipated maintenance and budget costs requirements for the next 5 year period. A summary of this Capital Expenditure is detailed in the table below.

Year 1 we have included what we deem to be immediate works required to allow the centre to continue to function as it currently does with no energy or plant improvements just simply maintenance and serving to prolong the building operation. Year 2 to 3 follows on with anticipated maintenance and service requirements ongoing, followed by Yr 4 to 5 etc. Whilst the kit is at the end of its economical life it is still operational, we would highlight that the kit could fail catastrophically in Year 1 or even year 5. We have therefore included a full replacement costs for the M&E Services which is provided in detail in section 6.0:

Service	Immediate Year 1 to 3	Yr 4 to 5	Full Replacement	Pool Filtration
M&E and Pool Filtration	£141,100.00	£142,250.00	£1,597,000.00	£215,000.00

We would highlight that the above are high level budget figures. Should complete overhaul be undertaken there could be opportunity to reduce expected replacement costs through careful planning with Architect, building user groups etc.

The Leisure Centre building services in our opinion are generally in a poor condition. We would expect the running costs alone to be an ongoing issue with increases in expenditure

on a yearly basis. The Plant installed in its current state we would summarise as being 50-60% efficient compared with new systems that would in the region of 90-95% efficient. The plant is running currently beyond what was expected as their economical life - in excess of 25 years in most cases.

1.2 Immediate Work required

From our visual survey we would suggest the following works are undertaken within the next few months to prevent further deterioration and to improve the overall comfort levels and environment within the Leisure Centre. The anticipated costs associated have been included in the budgets provided for Year 1.

1. Full Electrical Inspection and rectification works – there are various sockets and outlets in the building that are in need of attention.



< Covers missing from socket sin Pool/Wet change side



< Condense dropping on outlets not IP rated.



< Use of multiple extension leads

2. Ductwork and Grilles - it is evident from staining on ceilings and dirt build up on grilles that the internal surfaces of the ductwork are in need of full clean. This will reduce resistance in the system and improve overall ventilation throughout which is currently deemed ineffective.
3. Air Handling Units - we would suggest that all AHUs and fans are fully serviced and cleaned internally. In particular the Roof mounted Pool AHUs. We note that some AHU have had fans replaced, however the complete overhaul of the AHU would be effective in terms of efficiency.

4. General Plant Servicing - the majority of the plant is operational but in need of general service to prolong its life and improve efficiency. Replacement of the plant in many areas would see significant energy improvement and running cost reduction.
5. Emergency Lighting Levels taken under test conditions - Further testing on site needs to be undertaken to establish how effective the emergency lighting is, with regard to lighting levels under emergency conditions, especially within "High Risk areas" (Plant & Electrical Switchroom). This was raised at last visit in 2015 and we have not been update dif this was actually undertaken.
6. Fitness Suite Lighting - the lighting circuits are currently switched via the distribution board for the area. We would suggest this is addressed and local lighting circuit switches/controls installed.

2.0 Introduction

The London Borough of Croydon (LBC or 'the Council') has commissioned DarntonB3 Building Services to reassess the suitability and condition of the existing building services, equipment and plant at:

Purley Leisure Centre
50 High Street
Purley
Surrey
CR8 5AA

DarntonB3 originally undertook a survey and report in July 2015. The assessment submitted within this report is from a non intrusive visual inspection only of the Mechanical and Electrical services. The survey was undertaken on the 13th March 2019. No testing, operating, servicing or maintenance of plant was carried out during our inspection. The inspection was carried out whilst the centre was in use.

The purpose of this report is to provide the Council with the following:

- a) Immediate works required to keep centre fully operational and compliant with all statutory legislation, including budget costs;
- b) Programmed maintenance works to facilitate safe occupation and compliance for a period of 1-3 years (short term), including budget costs;
- c) Programmed maintenance works to facilitate safe occupation and compliance for a further period 2 years, in 4-5 years (medium term), including budget costs

2.1 Exclusions / Clarifications

The Clients attention is drawn to the fact that repair, maintenance and inspection of the following items are expressly excluded from this contract:-

- Shower thermostatic controls
- Chlorine alarms
- Heating and lighting control systems
- PA Systems
- CCTV System
- Intruder Alarm System
- Fire Alarm System - Pel Services Limited carried out Annual Service and Maintenance on 25th April 2014.
- The testing of water systems in terms of the Control / Prevention of Legionellae.

2.2 Background

The following information is taken from the Council's brief.

The following section is unchanged from the original report back in 2015 as it is just background of the building itself.

Purley Leisure Centre located at 50 High Street in south Croydon is Croydon's most southern public leisure centre which offers main and learning pools with some gym facilities containing free weights, fixed weight and cardiovascular machine areas. The Centre was completed in 1982 and comprised part of a complex that provided leisure, shopping and parking facilities located on land that was formerly an outdoor public car parking facility.

The centre is operated by Fusion Lifestyle and maintained by Interserve^{fm} as partners on behalf of the Council's Leisure and Facilities Management Service teams.

Purley Leisure Centre's general layout is as follows:

Ground Floor

- a) Office and administration area at facility entrance (75m²)
- b) Cardiovascular gym area (125m²)
- c) Fixed and free weight gym area (100m²)
- d) Main pool plant and Low voltage switch area (260m²)
- e) Storage (160m²)

First Floor

- f) Separate Male, Female and Family changing areas (90m²)
- g) Shared locker area (70m²)
- h) Separate Male and Female pre-swimming pool WC & Shower facilities
- i) Main pool 25 x 13 metre (650m²),
- j) Learning pool 13 x 7 metre (230m²),
- k) Storage and administration area (60m²),

Second Floor

- a) Low voltage switch area (40m²),
- b) Learning pool Air Handling (AHU) area (30m²),

Third Floor

- a) Duct work and lift motor room area (40m²),

Fourth Floor

- a) Main boiler & CHP room (50m²),
- b) 3x externally mounted main pool Air Handling Units (AHU)

It was built as part of a multi-storey car park and former supermarket complex. The structure is principally constructed of cast in-situ reinforced concrete columns and slabs making ground, intermediate and roof levels. External façades are of internal blockwork with external brick cavity wall and aluminium framed fenestration.

The pool is serviced by traditional sand filtration, low level pool water chlorination and ultraviolet disinfection system. Extract and Ventilation of air via 5x Air Handling Unit (AHU), 3x main pool, 1x small pool and 1x changing areas. The gym area is serviced by split heat pump cassette units providing heating and cooling.

Main heating, pool heating and hot water is provided by 2 x cast iron boilers, and the CHP has been decommissioned.

2.3 Report Format

The following section is unchanged from the original report back in 2015. This report is split into sections that cover the following:

Section 3.0 Summary Condition Survey Findings - this sections provides an overview of the findings during our visual inspection fo the M&E Services.

Section 4.0 Major Plant Asset Registers - this section provides summary of major plant that is installed in the Building such as boilers, AHU, Distribution board etc. Each Asset is Condition Graded and Priority Graded within this section.

Section 5.0 Minor Plant Asset Register - this section provides summary of minor plant that is installed in the Building such as switches, luminaries, sanitaryware etc. Each Asset is Condition Graded and Priority Graded within this section.

Section 6.0 This section of the report identifies all defects, remedial work together with budget costs. These have been split as requested into:

- a) Immediate rectification works,
- b) Programmed maintenance works for 1-3 years, and
- c) Programme maintenance works for 4-5 years.

2.4 Asset Management Plan and Condition Assessment

The following section is unchanged from the original report back in 2015 as grading principles set are still current.

The following section identifies the grading ratings that are used in section 2.0 & 3.0 of this report.

1.4.1 Existing condition Grading

The condition of each element should be assessed, using the following recommended grades:

- Grade A.** Good. Performing as intended and operating efficiently.
- Grade B.** Satisfactory. Performing as intended but exhibiting minor deterioration.
- Grade C.** Poor. Exhibiting major defects and/or not operating as intended.
- Grade D.** Bad. Life expired and/or serious risk of imminent failure.

Examples of the application of these grades to specific elements are given in Annex A.

1.4.2 Priority Grading

Once the condition of premises has been assessed, priorities should be allocated according to the seriousness of the condition revealed and the urgency associated with any breaches of legislation. This should have particular regard to the possible consequences of deferment.

The following priority grades are recommended in the context of a five year planning period:

- Priority 1.** Urgent work that will prevent immediate closure of premises and/or address an immediate high risk to the health and safety of occupants and/or remedy a serious breach of legislation.
- Priority 2.** Essential work required within two years that will prevent serious deterioration of the fabric or services and/or address a medium risk to the health and safety of occupants and/or remedy a less serious breach of legislation.
- Priority 3.** Desirable work required within three to five years that will prevent deterioration of the fabric or services and/or address a low risk to the health and safety of occupants and/or remedy a minor breach of legislation.
- Priority 4.** Long term work required outside the five year planning period that will prevent deterioration of the fabric or services.

Examples of the application of this priority classification are given in Annex D. Annex E lists some of the legislation and guidance that may need to be taken into account in determining priorities.

An element graded Condition D will not always warrant Priority 1. There may be instances where an element is in poor condition, but for which maintenance work is not a high priority. The reverse may also be the case. The following table shows some such examples.

1.4.3 Economic Life

The age of existing main plant, mechanical and electrical elements have been compared with indicative economic life cycle in accordance with "CIBSE – Guide M, Maintenance Engineering and Management (2014), Appendix 12.A1: Indicative economic life expectancy" and an assessment made to determine if it has reached the end of its economic life when considering the Programmed Maintenance Works.

3.0 Summary of Condition Findings

The following section provides an outline of the findings observed during our visual inspection of the Building Services at Purley Leisure Centre.

The building services installed in most cases are in excess of 30 years old and are past the end of their practical operating life. Failure of the main plant items would result in the building being unsuitable for operation as the outcome would mean a habitable building without heating service, lighting, hot water and/or ventilation/air conditioning.

As and when the plant will fail cannot be predicted due to the age. ***We would highlight that most plant is beyond its expected economical life, 'on borrowed time'***. Ongoing maintenance and repair works can prolong life but this has to be weighed against costs and potential for astronomical failure resulting in closure of the building.

The major concern with the plant is that replacement parts required will become obsolete meaning major plant overall to keep the building operational.

3.1 Plant Replaced from 2015

The following plant we understand to have been replaced since our last visit in 2015.

1. Teaching Pool Plant room (Room 53)
 - a. AHU 4 Teaching Pool Void anti-condensation supply air unit. Replaced within the past 2 years, in good working order.
 - b. AHU 5 Teaching Pool Supply and Extract. Replaced within the past 2 years, in good working order.

Note: the above change only applies to the AHU itself - no pipework, control, ductwork or other ancillaries appears to have been changed.
2. Changing Room AHU (Room 52)
 - a. AHU 7 Supply Fan only replaced within the unit. The AHU case and other components remains existing.
3. Acc WC Changing Room AHU (Room 54)
 - a. AHU 6 Supply Fan only replaced within the unit. The AHU case and other components remains existing.
4. Boiler Room (Room B56)
 - a. 2No burners replaced on the boilers in past 2 years.

From the above it is evident that limited works have been carried out to the Mechanical Services systems since 2015.

3.2 Mechanical Services

Heating Plant

The primary source of heat to the building is provided via 2No gas fired boilers (non condensing) which are installed in the Fourth Floor plant room accessed from the car park. Originally these boiler were coupled with CHP unit, we understand the CHP has been redundant for more than 15 years. We have asked about peak loadings on the building and have been informed the building operates sufficiently with the two boilers only.

If one boiler fails the building would not be able to support peak demand during and would be deemed to be unsuitable for occupancy. Replacing the boilers would see improved efficiency and in turn reduce running costs. Replacement of the boilers would also offer back-up facility in event of failure (i.e. duty and standby arrangement).

The general circulation systems and pipe work are in fair condition for their age but we would suspect are in need of minor repair and/or flushing to remove residual and corrosion within

the circulation system. The operation of valves should be addressed to ensure that systems can be isolated in the event of failure. We are unsure if this has been undertaken since our last visit 2015.

There are various circulation pumps within the building and a mix of direct drive and belt drives. The condition of the pumps vary some appear in good condition with others in poor condition with heavy corrosion. Replacement of these pumps with inverter drives would see reduced running costs.

Insulation to pipework would benefit from being upgraded and replaced to reduce standing losses. Reduction in standing losses could in turn reduce firing time of boiler and running of the circulation pumps.

Hot Water Plant

The generation of hot water is via two calorifiers located in the ground/basement plant room. From the legionella reports produced by others we understand the hot water generation plant meet current Regulations in terms of output.

During our survey we did not note the temperature gauges on the calorifiers. Unless these have been replaced since 2015 we would still suspect that the gauges are faulty and in need of replacement. The primary pipe work serving the vessels is in fair condition along with the motorised valves and ancillaries.

Insulation to pipework would benefit from being upgraded and replaced to reduce standing losses. Reduction in standing losses could in turn reduce firing time of boiler and running of the circulation pumps.

General Ventilation Plant

The air handling units for the building are located in various plant rooms. All units, with exception of those replaced as per section 3.1, are deemed to be at the end of the economical life and all show signs of corrosion and deterioration. The Pool Hall units should be addressed at earliest opportunity as currently one have failed completely.

We note that some fans have been replaced, as section 3.1, but the general condition of the outer casing and we suspect the heaters batteries and filter frames within are in need of upgrade or replacement. Refer to the Major Plant asset register for further details of their condition.

The changing room air handling units we note have had supply fan changes within the existing unit casings. We would deem them to be operating effectively providing air movement within the changing rooms. However the ductwork has not been replaced and it is unknown if it has been cleaned out. We would suggest that the AHU is serviced and the ductwork system cleaned. We understand that works have been undertaken within the ceiling voids over the past few years which has resulted in grilles being disconnected from the ductwork system and not reconnected – a complete overhaul would provide more effective conditioning of the space.

The Pool Hall AHU No1 was not operational during our visit, understand that this has been switched off since July/August 2018. Understand the disabling of the unit is down to the bearings in the extract fan failing. As unit is off the damper actuator has been removed and installed on AHU 2. The Pool Hall condition must be drastically affected by the drop in mechanical ventilation in the space. This could be leading to further building fabric deterioration. There were signs of condensation and minor surface corrosion on the ductwork at high level.

The ductwork systems are evidently becoming less effective and local staining to grilles and ceiling suggest that the internal ductwork and AHU generally are in need of major cleaning and filter replacement. Upgrade of controls components would see decrease in running costs.

Insulation to ductwork would benefit from being upgraded and replaced to reduce standing losses.

The ventilation systems generally for the Pool hall appear in an unhygienic state and would recommend replacement and upgrade. High levels of corrosion apparent both internally and externally.

Air Conditioning

The general split air conditioners control the environment in the gym. At the time of survey they were effectively controlling to 19°C. The plant appears in good condition at the time of survey.

There are 3 No external condenser units installed between 2013 and 2017.

Building Control Systems

The overall building control systems consist of control panels located within each plant room. All control panels appear to have been modified/adapted and we would deem them to be original. The economical life of a new control system would be 20-25 years, therefore we would deem the control to be at the end of the economical life.

Currently we understand the control panels provide the on and off functions appropriate for the plant in its current state, full testing required for isolation. If the plant is replaced then we would suggest the full Building Management system is replaced/updated.

During recent plant upgrades we understand that no control upgrades or enhancements have been undertaken.

3.2 Electrical Services

We note that most Electrical systems remain as they were back in 2-015 with minimal major changes.

The principle items of electrical equipment surveyed comprised the following:

- Distribution and Switchgear
- Data
- Small Power
- General Lighting
- Emergency Lighting
- Fire Alarm System
- Security Systems
- Facilities for the disabled
- TV System

Switchgear and Distribution

The existing incoming electrical supply and associated switchgear is located in a switch room of the leisure centre.

Electrical Supply

The main incoming supply is situated in the ground floor plant area.

The service cut-out is owned and maintained by the distribution network operator.

The incoming main cable terminates into a Supply Authority panel board and then a programmable polyphase meter.

The distribution network operator's equipment is in good order.

Main Switchgear

The main switchgear and ancillary devices are approximately 30 years old.

The main switchgear panel is situated in the ground floor plant area, next to the main incoming supply.

The main switchgear panel comprises of a main busbar and individual fuse switches using BS 88 type ceramic fuse protection feeding MCCB boards, integral to the main panel.

These MCCB's are obsolete and unavailable to replace.

The panel is suitably sized for the incoming electrical supply, but has no spare capacity.

An number of tap off isolator units have been added to the top of the main switchgear panel to accommodate

The switchgear panel is in good condition and shows no sign of significant deterioration.

In summary the equipment is in an acceptable condition for its age, however most of the components are now obsolete.

The switchgear is serviceable for the foreseeable future, however if any future extensions are planned there is no spare space on the panel.

There is no Mains Distribution Schematic diagram on site, we would recommend that a full survey is carried out and a schematic completed

Distribution Boards

Recent inspection and testing is evident from updated circuit charts and certification labels.

There is little to no spare capacity on some distribution boards.

We would recommend replacement of the worst distribution boards, retaining spares and refurbishment of better condition / newer boards.

There have been isolators replacements around the centre but majority of the existing still remain.

Data

Structured cabling has been installed to administration areas in mini-trunking and surface boxes, suggesting a more recent retrofit installation.

Generally sockets, cabling and containment are acceptable.

Some trunking lids are missing and in places the installation has been undertaken to a good standard.

In summary the data installation, while not particularly well installed in places is satisfactory.

Various trunkings need to be replaced to present an acceptable visual appearance.

Power

The Small Power installation exists throughout the buildings and comprises of single and three phase isolators, conventional 1 and 2 gang switched and un-switched socket outlets and fused spur units feeding specific items of equipment.

In the office areas the sockets are mounted on Dado trunking, provided for IT.

In general there are no sockets in changing areas.




Where possible the wiring is concealed in the plasterwork or alternatively surface run in conduit/trunking.

Small power provisions generally satisfactory. Some accessories are showing sign of corrosion and require replacement, especially within the plant area where heavy corrosion is evident.

We would recommend a full replacement of the all isolators, sockets outlets, fused spurs and switches within the plant area.

This is due to the chemicals in the atmosphere, which have also severely corroded the electrical containment, which should also be replaced.

The whole building should be electrically tested and immediate works undertaken to ensure cover plates are secured and/or replaced as appropriate. There are instances throughout the building where covers plates are either not securely, fixed, not IP rate as required and not installed at all.

		
<p>Condense water dripping on to a non IP rated outlet</p>	<p>No cover plate to live circuits in wet area</p>	<p>Over loading circuits through use of extension cables.</p>

General Lighting

The majority of the general lighting is achieved with the use of ceiling mounted recessed down lights and surface mounted fluorescent fittings.

IP rated fluorescent luminaires are used in the Plant room, WC's and changing rooms. Recessed twin or four tube fluorescent fittings are used in the Activity rooms, reception/office, and fitness suite.

There are additional recessed down lighter fittings in the corridors, lobbies and entrance area.

Lighting levels were taken from around the building

Room	Lighting Level	Recommended Lighting Level
Pool Viewing Area	150 Lux	100-200 Lux
Main Pool Area	135-208 Lux	200-300 Lux
Learner Pool	390-480 Lux	200-300 Lux
Pool Changing Area	105 Lux	100-150 Lux
Corridors	120-170 Lux	100-200 Lux
Plant Area	110-180 Lux	200 Lux
Switch Room	80 Lux	200 Lux
Fitness Suite	350 Lux	200-300 Lux
Weights/Gym Area	110-130 Lux	200-300 Lux

The refurbished lighting within the main pool consists of 8x Thorn floodlights mounted facing down around the pool perimeter.

This has led to glare from the light fittings on the pool surface that could make it difficult for life guards to see if swimmers are in difficulty in the pool.

We would recommend a full replacement of the older light fittings with energy efficient long life fluorescent lamps or LED alternatives (especially for the fittings mounted at high level due to 50,000+ lamp life's) and a full relamping schedule and thorough cleaning of the remaining light fittings.

We would also recommend additional light fittings be added within the weights/ gym area to achieve lighting levels

A further recommendation would be that within the main pool the 8x floodlights are retained but lowered and rotated 180° to use as an indirect light source, bouncing the light of the pool ceiling to help reduce to glare on the water surface.

Emergency Lighting

The emergency lighting is provided by non maintained battery pack bulkheads luminaires via a central battery unit located within the plant/switch rooms.

Overall the emergency lighting was of the non maintained type and was working.

On site records suggest the installation is being tested and maintained.

Further testing on site needs to be undertaken to establish how effective the emergency lighting is, with regard to lighting levels under emergency conditions

External emergency lighting to exits and escape routes is provided by surface mounted bulkheads.

Bulkheads showing signs of UV age related damage.

A number of areas had little to no emergency lighting with only one emergency bulkhead in the plant switchgear area.

A number of areas including WC's and store areas had no emergency lighting installed.

Satisfactory, but approaching end of serviceable life.

We would recommend in line with the lighting replacement that integral non-maintained emergency light fittings be installed throughout the leisure centre in order to comply with BS5266.

BS 5266: Part 7: 1999 requires that higher levels of emergency lighting shall be provided in areas of particular risk, although no values are defined.

The British standard states that the average horizontal illuminance on the reference plane shall be as high as the task demands in areas of high risk. It shall not be less than 10% of the normal lighting level, or 15 lux, whichever is the greater. In practice this minimum is unlikely ever to be a problem as it would only be valid if the risk area had a normal illumination level less than 150 lux.

For sports applications, standby lighting can be further subdivided into 'safety lighting' and 'continuation of an event'. The degree of standby lighting provided will be influenced by the nature of the activities being undertaken, the duration of the activities and the level of associated risks involved.

BS EN 12193:2007 provides guidance on 'safety lighting', the purpose of which is to ensure that in the event of a power failure a sporting activity can be safely stopped without causing injury to participants.

Provision of standby lighting with the purpose of allowing events to continue to their conclusion in the event of failure of the main lighting system is not usually economical. Exceptions will be provision of alternative cover for major events, where loss of lighting would cause unacceptable cancellation.

The lighting level for the safe stopping of an event is a percentage of the level for that class. This applies to the following sports and percentages listed below:

Sport	% for minimum period (seconds)
Swimming	5% for 30s

Fitness suite lighting requires review as to how it is operated. Currently the staff use the distribution board in the area to switch the lighting circuits on and off. This is not how the system should have been installed nor operated.

Fire Alarm System

The fire alarm is a conventional 6 zone fire alarm system (5 Zones used) with automatic detection, manual call points and electronic sounders.

Sounders with flashing indicators were installed for hard of hearing users within the building.

Evidence of routine testing and maintenance was evident on site from records.

In summary, the system is satisfactory.

Security Systems

The intruder alarm has been installed, the intruder alarm consists of PIRs, door sensors, together with sounders and a telephone link to a central monitoring station.

The system is on a maintenance contract and appears to be satisfactory. Satisfactory

CCTV System

CCTV cameras were installed throughout the leisure centre, a mixture of fixed and dome cameras are installed and linked back to reception area DVR and two monitors. Satisfactory

Facilities for the disabled

Disabled call alarms are installed within the changing area but are not installed within the disabled WC's

The auto opening door at the leisure centre entrance was working correctly.

we would recommend the installation of disabled alarms to all disabled WC's, linked back to the reception/ office area.

TV / Aerial Installation

TV services to fitness centre and gym area all working, assume digital connection over cabled service provider. Satisfactory

3.3 Pool Filtration

No changes to this section since the 2015 report.

The main Pool Filtration plant is not original, it is understood that originally the Pool was treated with an ozone system and carbon filter. This has since been made redundant and replaced with deep bed sand filters and UV. There is only one central plant to serve both pools. Ideally the Pool should have separate filtration plants.

We would surmise that the pipe work and ancillaries into the Pool are original.

The Pool water circulation pumps are direct drive with no facility to our knowledge to enable the pumps to be ramped down over night or during non occupied periods. The pumps are showing signs of deterioration and corrosion. Replacement with new inverter drive pumps would provide running costs savings.

The general pool filtration pipe work is plastic with parts in stainless steel (i.e. headers and junctions). The s/s pipe work is starting to show signs of corrosion. The valves and strainers installed local to the pump sets are corroded in parts and the operation of the isolation valves to enable strainers to be removed weekly is unknown. We would suggest replacement of isolation valves to ensure that weekly cleaning can be carried out satisfactorily.

The control system to the Pool Filtration plant is more than likely beyond its economical life and should main plant be replaced then the central control should be updated also.

3.4 Energy Efficiency

When looking at the Energy Conservation of the Swimming Pools and Leisure Centre, the following areas should be investigated which could offer significant energy savings to the operator:-

Incorporate a Heat Recovery system into the Pool Hall Ventilation system.

Currently there is no efficient heat recovery on the Pool Hall Ventilation.

- A standard ventilation system supplies fresh air which has been heated via a primary heat medium and discharges the room tempered air directly to outside. By incorporating a heat recovery system the exhaust air's heat energy can be reclaimed and used to indirectly heat the incoming fresh air. This will enable primary heating loads to be reduced.

Reduce Energy Losses

The current pipe work and duct work insulation is in a very poor state. Improving/replacing/continuing the insulation to pipework and ductwork would see savings in fuel and running costs. Reducing energy loss would also assist in plant life as central plant and ancillaries would not need of work as hard, i.e. firing of boilers could be reduced, pumping costs etc.

Limit Electrical Energy consumptions by incorporating inverter drives to pump and fan motors.

- Standard pump and fan motors are operated by an 'on/off strategy and therefore use 0 or 100% energy. A sustainable design would modulate the pump/fan loadings to suit the building performance requirements.
- Introduce a Night Set Back control of all systems – during the day the systems will normally operate at 100% design condition, but during the night they may need only operate at half speed.
- The above can be achieved by incorporating inverter drives to pump and fan motors – should the existing pump and fans be compliant.

Reinstate the Combined Heat and power Plant

More than likely the current CHP will need to be replaced entirely. A new CHP engine suitably sized and coupled with a thermal store would see significant energy savings with potential payback period circa 5 to 8 years.

Heat energy generated would be offset to the gas fired boiler output and electrical energy generated would be offset against grid electricity supplied.

A Review the existing building controls system to provide technical feedback as to how the system could be improved including:-

- Energy monitoring of pumps, fans and heat generation. This enables operator to review energy consumptions each month for various systems and will in turn highlight areas where system may be in need of maintenance or repair. This also provides compliance with the current Building Regulations Part L.

Introduce Renewable Energy to assist primary fuel driven plant.

- Roof mounted Solar Collectors may be viable to aid the primary low temperature hot water generation plant. The solar collector can be incorporated to pre-heat pool water prior to final treatment via the primary heat source.
- By aiding a primary heat generation plant with renewable means could potentially provide cost savings on Gas consumptions (based on as primary heat source being Gas fired boiler plant).

- Other renewable means are available but would be subject to the location and plant area provisions in an existing building. These include: Biomass Boilers, Heat Pumps and CHP plant.

Replace Standard Lighting with LED Lighting.

- Lighting can account for up to 40% of electricity use in buildings and technological advances in recent years make lighting refurbishment more viable than ever.
- It is estimated that up to 75% of buildings have outdated lighting which is not only inefficient in its energy consumption but is also not delivering the optimum visual environment for its occupants
- LED lighting supports sustainable design in several ways. It uses less energy than most other types of lamp, lasts longer (which means less frequent replacement and therefore reduced waste), is mercury-free, and can be housed in special luminaires designed for easier disassembly and recycling.

Replace Light Switches with Presence Detector Lighting control.

- Currently a distribution board is used to switch lighting circuit on and off in the Gym. This is bad practice and goes against standards as to what the DB is installed for. Lighting circuits should be installed to wall mounted rocker switches or similar.
- Presence Detectors
Detectors will switch on lighting automatically when a person enters the room, and switches off lighting automatically when no movement is detected.
- Absence Detectors
Upon entering the room the person switches on the light as normal, but on leaving the detector switches off the lighting automatically. Lights can also be switched off manually.
- PIR Detectors PIR (Passive Infrared) presence detectors detect body heat and movement and are ideally suited where a defined detection pattern is required.
PIR detectors work on detecting the movement of body heat. Better suited to smaller spaces or where a defined detection pattern is required.
- Microwave Detectors Microwave presence detectors are sensitive to movement and are ideal for large spaces and areas that have an awkward shape or where fine motion detection is required.
Microwave Detectors are sensitive to objects that move, with much greater coverage and sensitivity. They can detect through glass, therefore careful consideration on location is needed in certain applications.
- Adjusting the artificial lighting according to the amount of natural light in a room using daylight sensors or photocells can reduce electricity use by up to 40%.
- Switching Detectors with Lux Level Sensing, These presence detectors have built-in adjustable lux sensors which will keep the lighting switched off if there is sufficient natural light.
- Direct Dimming Detectors with Lux Level Sensing In addition to lux level sensing, dimming detectors are able to provide automatic control of lighting output. A dimming detector can be used to control the light output of luminaires that are fitted with dimming ballasts. The detector measures the overall light level in the detection area and regulates the output of the luminaires, ensuring the correct lux level (maintained illuminance) for the area and saving energy when natural daylight can be used to replace/supplement luminaires (daylight harvesting).

Maintenance Plan

- By regularly cleaning windows and skylights you can reduce the need for artificial light. Cleaning the fixtures that contain lamps, known as luminaires, will improve their performance.
- Annual cleaning and servicing of the HVAC components including internal ductwork, grilles, filters etc would see increase in the life span of plant and also improve the overall wellbeing and conditions within the building.

4.0 Major Plant Asset Registers

The following section provides data sheet for each major plant items such as:

- Boiler plant,
- Air Handling units,
- Distribution Board

4.1 Major Plant - Mechanical Services

4.2 Major Plant - Electrical Services

4.3 Major Plant - Pool Filtration

5.0 Minor Plant Asset Registers

The following section provides schedule for minor plant/equipment, such as:

- Lamps, luminaries
- Switches,
- Ventilation Grilles
- Radiators

5.1 Minor Plant Asset Register

6.0 Programmed Maintenance and Budget Costs

The following schedule we trust is self explanatory. The intent of the schedule is to provide a condition and remedy for all significant M&E Services. The schedule is detailed as follows:

- **Item** - this is the particular M&E Service, i.e. boiler plant, Emergency Lighting etc.
- **Element** - M, E or PF
- **Location**
- **Condition** - this is a general summary of the condition of the service as visually inspected.
- **Remedy** - what works we suggest are undertaken
- **Full Plant Replacement** - this is the budget cost to replace the item of plant/equipment. We have provided this as guidance in the event of catastrophic plant failure or in the event replacement parts become obsolete.
- **Year 1** - this is for works required immediately to satisfactorily condition the building as intended. For instance servicing of plant and cleaning of ductwork. The cost does not allow for catastrophic failure, for instance if during the servicing of a piece of kit its is found to be faulty, the cost of rectification and replacement in not included.
- **Year 2 to 5** - ongoing servicing to plant with minor replacement of parts such as lamps, belt drives etc.

6.1 Budget Cost Schedule

The following budget costs have been determined following the site visit. Full Plant replacement of plant/systems is taken on the Gross floor as provided on the building drawings.

The Total Gross internal floor area is 2,800m².

Item	Element	Location	Condition	Remedy	FULL PLANT REPLACE	YEAR 1 (2019)	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
1	Electrical safety test certificate to all areas.	E	all areas	reasonable	A full periodic test to be carried out at 5 yearly intervals	N/A	£5,000	£0	£0	£0	£5,000
2	Portable Appliance Testing (PAT Test)	E	all areas	New inspection imminent.	Allow for annual testing	N/A	£1,350	£1,350	£1,350	£1,350	£1,350
3	Switchgear, LV Distribution including Distribution boards and sub-main cables.	E	all areas	Fair - in working order	Allowance for repairs	£98,000	£3,500	£1,500	£500	£500	£1,500
4	General small power circuits and accessories (& earthing)	E	all areas	Fair - in working order. Some items required immediate attention – replace covers plates etc.	Allowance for repairs	£56,000	£10,000	£1,500	£500	£500	£1,500
5	Internal & External Lighting	E	all areas	Fair - in working order	Allowance for repairs/cleaning & relamping	£182,000	£2,500	£2,500	£1,500	£1,500	£1,500
6	Emergency Lighting	E	all areas	Non compliant in areas	Replace whole system	£48,500	£20,000	£5,000	£1,500	£1,000	£1,000
7	Lightning Protection	E	all areas	Good working order inspected Oct 14	N/A	£0	£0	£0	£0	£0	£0
8	Fire Detection	E	all areas	Fair - in working order	Allowance for call out and bi-annual testing	£33,600	£0	£1,800	£0	£1,800	£0
9	CCTV	E	all areas	Good working order	Allowance for call out and annual testing	£1,800	£700	£700	£700	£700	£700
10	Intruder Alarm	E	all areas	Good working order	Allowance for call out and annual testing	£15,000	£700	£700	£700	£700	£700
11	Call/Panic alarm System	E	all areas	Equipment difficult to repair due to part being obsolete	Replace now then allow for annual maintenance and repairs.	£25,000	£700	£700	£700	£700	£700
12	Door Access systems	E	all areas	Suffering intermittent faults	Allow to replace over the next 5 years as units fail	tbc	£1,000	£1,000	£1,000	£1,000	£1,000
13	Lift - passenger / goods	E	all areas	Good working order	Allowance for call out and annual testing	tbc	£6,500	£6,500	£6,500	£6,500	£6,500
14	Radiators	M	all areas	Fair - in working order.	Allow for call outs due to leaks/faulty stats	See item 15	£350	£350	£350	£350	£350
15	General LTHW Heating & Domestic services pipe work and valves	M	all areas	For age it is in fair condition, however in parts it is prone to failure	Allow for call outs due to leaks/ Replace in 5 years. Pipe work and ancillaries to be repaired/replaced (in parts) to prevent failure	£243,600	£2,500	£1,000	£2,500	£1,000	£2,500
16	General Pipe work Insulation	M	all areas	Some insulation is missing	Insulation to be repaired periodically to improve efficiency	£25,000	£1,500	£1,500	£1,500	£1,500	£1,500
17	General Ductwork and ancillaries	M	all areas	For age it is in fair condition, however in parts it is prone to failure and required internal clean	Ductwork / grilles and ancillaries to be replaced where appropriate	£350,000	£2,500	£1,250	£2,500	£1,250	£2,500
18	General Ductwork Insulation	M	all areas	Some insulation is missing	Insulation to be repaired to improve efficiency	£30,000	£2,000	£1,500	£2,000	£1,500	£2,000
19	Cleaning of all internal ductwork system and grilles	M	all areas	Build up of dirt around ceiling grilles	Filters, ductwork and grilles to be deep cleaned to improve efficiency	N/A	£5,000	£2,500	£2,500	£2,500	£2,500
20	Gas Fired Heating Boilers (2No Hartley & Sugden)	M	Boiler Room 56	Fair - in working order.	Allow for annual testing/servicing	£50,000	£900	£900	£900	£900	£900
21	Boiler Flues	M	Boiler Room 56	Fair - in working order.	Allow for possible repair/replacement in 10 years	£18,500	£500	£500	£500	£500	£500
22	Pressurisation unit & Expansion Vessel	M	Boiler room 56	In fault/error during inspection.	Assume fault can be rectified. Allow for annual service. Replace after 5 years	£8,000	£500	£200	£200	£200	£200
23	Lowara MTHW close coupled pump	M	Boiler room 56	Fair - in reasonable condition.	Allow for annual service. Replace after 5 years	£7,500	£300	£300	£300	£300	£300
24	Brook Hansen MTHW close coupled pump	M	Boiler room 56	Fair - in reasonable condition.	Allow for annual service. Replace after 5 years	£4,500	£300	£300	£300	£300	£300
25	CHP Unit	M	Boiler room 56	NOT WORKING	Unit has been decommissioned	£125,000	N/A	N/A	N/A	N/A	N/A
26	System Dosing Pot	M	Boiler Room 56	Fair - in working order	Annual services and inspection	£1,000	N/A	N/A	N/A	N/A	N/A
27	Mechanical Gas shut off	M	Boiler Room 56	Fair - in working order	To be tested along with gas safe. Replace in future with solenoid valve linked to emergency shut off	£5,500	£250	£250	£250	£250	£250
28	General Boiler Control Panel and BMS	M	Boiler Room	Poor - in working order but showing signs of	Annual servicing. Full replacement of the BMS	£61,600	£450	£450	£450	£450	£450

Item associated	Element	Location	Condition	Remedy	FULL PLANT REPLACE	YEAR 1 (2019)	YEAR 2	YEAR 3	YEAR 4	YEAR 5
		56	deterioration	recommended when main plant replaced.						
29	Cold water storage tanks	M	Cold Water tank room	Fair - in reasonable condition.	Allow for annual clean/service. Replace after 5 years.	£17,500	£500	£500	£500	£500
30	Frost Protection Heaters	M	Cold Water Tank Room	Fair - not in operation during inspection	Annual Service and testing	£800	£100	£100	£100	£100
31	Ventilation Plant - Main Pool Supply & Extract	M	External flat roof	Poor - in working order but showing signs of corrosion	Allow for annual service. Units are very inefficient compared to modern pool units.	£75,000	£5,000	£5,000	£5,000	£5,000
32	Heat Pump - Condenser Units (2No)	M	Fourth Floor Roof Level	Fair and in operation	Annual Service	£1,000	£600	£600	£600	£600
33	2No Domestic Hot Water calorifiers	M	Plant room - Room 12	Fair - in working order.	Allow for annual test / service. Replace after 5 years	£1,800	£800	£500	£500	£800
34	Domestic hot water secondary pump	M	Plant room - Room 12	Fair - in working order. Showing signs of corrosion	Allow for annual testing/service & replace after 5 years	£1,800	£250	£150	£250	£250
35	Secondary Heating pumps - belt driven	M	Plant room - Room 12	Poor - in working order. Showing major corrosion from pump casing	Allow for annual test / service. Replace after 5 years	£6,500	£500	£250	£500	£250
36	Ventilation Plant - AHU7 Changing Supply & Extract	M	Room 52	In working order – fans changed	Annual Service	£12,500	£1,250	£500	£500	£500
37	Ventilation Plant - Teaching Pool Supply & Extract	M	Room 53	Replaced circa 2017	Annual Service	£12,500	£500	£500	£500	£500
38	Ventilation Plant - Teaching Pool Supply (void supply)	M	Room 53	Replaced circa 2017	Annual Service	£12,500	£500	£500	£500	£500
39	Ventilation Plant - AHU6 Changing Supply	M	Room 54	In working order – fans changed	Annual Service	£7,500	£1,250	£500	£500	£500
40	Ventilation Plant - AHU6 Changing Extract	M	Room 54	In working order – fans changed	Annual Service	£7,500	£1,250	£500	£500	£500
41	Ventilation Plant - general controls (various panels around building)	M	Various	In working order - modifications taken place	Annual service	£50,000	£500	£500	£500	£500
42	Sand Filters (2No)	PF	Plant room - Room 12	Fair for age and in working order - require service	Full service including replacement of Sand within the vessels	£40,000	£6,000	£500	£500	£6,000
	Circulation pipework and valves within plantroom	PF	Plant room - Room 12	Fair - in working order. Signs of corrosion/deterioration	Annual testing and replacement	£40,000	£1,000	£1,000	£1,000	£1,000
43	Pool circulation pump (Teaching and Main)	PF	Plant room - Room 12	Fair - in working order. Signs of corrosion to casing	Annual Service.	£35,000	£1,000	£500	£500	£1,000
44	Chemical Dosing Systems and Meter	PF	Plant room - Room 12	Fair - in working order. Signs of deterioration due to aggressive nature	Annual service	£30,000	£1,250	£600	£600	£1,250
45	Drench Shower & safety kit	PF	Plant room - Room 12	Fair - in working order	Annual testing	£3,500	£300	£300	£300	£300
46	Air blower unit	PF	Plant room - Room 12	Fair - in working order	Annual Testing	£3,500	£250	£250	£250	£250
47	Hanova UV Unit	PF	Plant room - Room 12	Fair - in working order	Annual Testing and lamp replacement	£15,000	£500	£500	£500	£500
48	Pool Water Plate Heat Exchangers	PF	Plant room - Room 12	Fair - in working order	Annual Service	£18,000	£100	£100	£100	£100
49	Pool Filtration Plant room Control Systems	PF	Plant room - Room 12	Fair - in working order	Annual Testing and service and parameter review	£30,000	£300	£300	£300	£300

£92,700 £48,400 £43,700 £48,050 £50,500

Summary of Budget Costings		
Maintenance Year 1 to 2	£141,100.00	Inclusive of immediate works but not inclusive of plant failures
Maintenance Year 3 to 5	£142,250.00	
Full replacement of the M&E	£1,597,000.00	
Pool Filtration	£215,000.00	

The above cost for Year 1 and 2 are what are deemed necessary to bring the centre into a fair state of repair in terms of operation and functionality. Full replacement of the M&E Systems would be preferable but understand budget constraints to do so.

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Project:

Purley Leisure Centre, Croydon**Asset Register**

Asset Reference:

G.E.105

Inspection Date:

14.03.19

Location:

Plant Room

Level:

00 - Ground Floor

Equipment / Plant Ref:

Aluminium air pump x 1

Model Type:

~

Quantity:

1**No.**

Manufacturer:

Bora Blower

Serial No:

Not available

Condition Rating:

Grade B

See section 1.4.1 for grading details

Priority Grading:

Priority 4

See Section 1.4.2 for details

Economic Life:

15

Year

From new/installation assuming regular servicing/maintenance

Predicated Future Life:

< 5

Years

Comments:

The air blower remains as per report back in 2015. Operation of air blower unknown as this was not in use during inspection.

22

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.E.111** Inspection Date: **14.03.19**

Location: **Plant Room**
Level: **00 - Ground Floor**

Equipment / Plant Ref: **Trend BMS IQE View panel**
Model Type: **Located on the front panel of the Control panel in the Plantroom**
Quantity: **1** No.
Manufacturer: **Trend**
Serial No: **Not available**



Condition Rating: **Grade B**
See section 1.4.1 for grading details

Priority Grading: **Priority 4** *See Section 1.4.2 for details*

Economic Life: **20** Year *From new/installation assuming regular servicing/maintenance*

Predicated Future Life: **<2** Years

Comments:

The plant is in operation therefore we deem the control panel to be operating sufficiently. However we do not deem it to be operating in an energy efficient manner due to age and deterioration of sensors and control hardware.

We understand the Controls and wiring are in excess of 25 years old.

Replacements of the BMS would see benefit to user in terms of efficiency, operation, running cost reductions through improved services management.

33

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.E.113** Inspection Date: **14.03.19**

Location: **Plant Room**
Level: **00 - Ground Floor**

Equipment / Plant Ref: **Nuaire fan 1 and 2 AHU control panel**
Model Type: **~**
Quantity: **1** No.
Manufacturer: **Nuaire**
Serial No: **Not available**



Condition Rating: **Grade B**
See section 1.4.1 for grading details

Priority Grading: **Priority 4** *See Section 1.4.2 for details*

Economic Life: **10 to 15** Year *From new/installation assuming regular servicing/maintenance*

Predicated Future Life: **< 2** Years

Comments: **The controls are beyond their economical life.**

44

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.E.114** Inspection Date: **14.03.19**

Location: **Plant Room**

Level: **00 - Ground Floor**

Equipment / Plant Ref: **Eiohurst BMS lan M/Box control panel**

Model Type: **~**

Quantity: **1** No.

Manufacturer:

Serial No: **Not available**



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 4** See Section 1.4.2 for details

Economic Life: **10 to 15** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **< 2** Years

Comments: **The controls are beyond their economical life.**

55

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.E.38** Inspection Date: **17.07.15**

Location: **ITC room - 08**

Level: **00 - Ground Floor**

Equipment / Plant Ref: **Convactor heater x 1**

Model Type: **Unknown**

Quantity: **?** No.

Manufacturer: **?**

Serial No: **?**

No access during inspection

Condition Rating:

See section 1.4.1 for grading details

Priority Grading: See Section 1.4.2 for details

Economic Life: **10 to 20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: Years

Comments: **Room not accessed during inspection**

66

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.M.30** Inspection Date: **14.03.19**

Location: **Plant Room - Room 12**

Level: **00 - Ground Floor**

Equipment / Plant Ref: **Calorifiers DHWS**

Model Type: **2m high x 1m diameter calorifiers with internal primary coils**

Quantity: **2** No.

Manufacturer: **Unknown**

Serial No: **Not available**



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for details

Economic Life: **25** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **<3** Years

Comments:

Annual risk assessment is carried out by others on the domestic systems as part of the Legionella check. We have not seen latest report as of 2019. Last report by Aquatech Environmental Services Ltd 13.02.2013 due for renewal 2015. Temperature gauges faulty. Fair condition for its age.

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Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.M.35** Inspection Date: **14.03.19**

Location: **Plant Room - Room 12**

Level: **00 - Ground Floor**

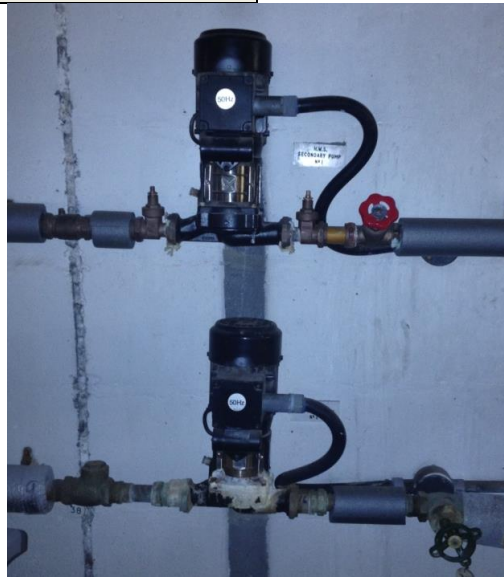
Equipment / Plant Ref: **Circulating pumps DHS secondary pumps 1 & 2**

Model Type: **Single head circulating pumps installed in parrallel**

Quantity: **2** No.

Manufacturer: **Grundfos - 25-50/2**

Serial No: **Not available**



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 3 to 2** See Section 1.4.2 for details

Economic Life: **10 to 20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **< 2** Years

Comments: **Showing signs of corrsion from the pump seals and casing.**

88

Project:

Purley Leisure Centre, Croydon**Asset Register**

Asset Reference:

G.M.37

Inspection Date:

14.03.19

Location:

Plant Room - Room 12

Level:

00 - Ground Floor

Equipment / Plant Ref:

Heating secondary pumps

Model Type:

Belt driven

Quantity:

2 No.

Manufacturer:

Not available from site survey

Serial No:

Not available



Condition Rating:

Grade B

See section 1.4.1 for grading details

Priority Grading:

Priority 2

See Section 1.4.2 for details

Economic Life:

20

Year

From new/installation assuming regular servicing/maintenance

Predicated Future Life:

<2

Years

Comments:

Pump showing major signs of corrosion to casing. Appears belt have been replaced recently. No speed control on the pump set. Spare parts for the plant/equipment may become obsolete.

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **1.E.16** Inspection Date: **14.03.19**

Location: **Changing room - 27**
 Level: **01 - First Floor**

Equipment / Plant Ref: **Convactor blow heater**
 Model Type: **Dimplex**
 Quantity: **1** No.
 Manufacturer: **Dimplex**
 Serial No: **Not available**



Condition Rating: **Grade B**
 See section 1.4.1 for grading details

Priority Grading: **Priority 4** See Section 1.4.2 for details

Economic Life: **10** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **2 to 4** Years

Comments:

~

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **1.E.34** Inspection Date: **14.03.19**

Location: **Public gallery - 50**

Level: **01 - First Floor**

Equipment / Plant Ref: **Extractor fan**

Model Type: **Dimplex**

Quantity: **1** No.

Manufacturer: **?**

Serial No: **?**

Condition Rating:

See section 1.4.1 for grading details

Priority Grading:

See Section 1.4.2 for details

Economic Life: **?** Year **From new/installation assuming regular servicing/maintenance**

Predicated Future Life: **?** Years

Comments: **Fan not located during inspection**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **2.M.1** Inspection Date: **14.03.19**

Location: **Room 53**

Level: **02 - Second Floor**

Equipment / Plant Ref: **AHU 4 Teaching pool - supply & extract**

Model Type: **AHU No. 4 supply & extract fans**

Quantity: **1** **No.**

Manufacturer: **Not available from site survey**

Serial No: **Not available**



Condition Rating: **Grade A**

See section 1.4.1 for grading details

Priority Grading: **Priority 4** See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **18** Years

Comments: **AHU 4 and 5 have been replaced within the past 2 years. However the ductwork, pipework and controls associated remain as existing.**
Replacement of the HVAC generally associated (pipework control valves, sensors, control panel, etc) with the new AHU would see significant improvements.
None of the Ductwork in the Plantroom seems to be insulated. At least the Intake, Supply & Return Air Ducts require insulation.

Project:	Purley Leisure Centre, Croydon		Asset Register
Asset Reference:	2.M.10	Inspection Date:	14.03.19
Location:	Changing Room Plant Room 52		
Level:	02 - Second Floor		
Equipment / Plant Ref:	AHU7 Supply & extract unit		
Model Type:	Belt drive fans 4 x SP21180 & 1060, washable sponge filter, re-heat battery		
Quantity:	1	No.	
Manufacturer:	Not available from site survey		
Serial No:	Not available		



Condition Rating:	Grade B	See section 1.4.1 for grading details	
Priority Grading:	Priority 3	See Section 1.4.2 for details	
Economic Life:	20	Year	From new/installation assuming regular servicing/maintenance
Predicated Future Life:	2 to 5	Years	Fan: >12 years Years

Comments:	<p>The Fan has been replaced within the past 2 years. However the AHU casing etc is still in poor condition along with associated HVAC.</p> <p>Replacement of the HVAC generally associated (pipework control valves, sensors, control panel, etc) with the new AHU would see significant improvements.</p> <p>Only a small amount of Ductwork in the Plantroom seems to be insulated. At least the Intake, Supply & Return Air Ducts require insulation.</p> <p>Suggest deep cleaning of internal ductwork and grilles from which the unit is served to reduce resistance.</p> <p>Unit requires full internal clean and service.</p> <p>Spare parts for the plant/equipment may become obsolete.</p>
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Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **2.M.14** Inspection Date: **14.03.19**

Location: **Changing Room Plant Room 52**
 Level: **02 - Second Floor**

Equipment / Plant Ref: **AHU7 changing room control panel**
 Model Type: **~**
 Quantity: **1** No.
 Manufacturer: **MS (Main Systems)**
 Serial No: **Not available**



Condition Rating: **Grade C**
 See section 1.4.1 for grading details

Priority Grading: **Priority 2** See Section 1.4.2 for details

Economic Life: **10-20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **1** Years

Comments:

**The panel itself is at the end of economical life and appears to have had components removed. We would surmise that it is now used solely as an isolator for the AHU.
 Spare parts for the plant/equipment may become obsolete.**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **2.M.2** Inspection Date: **14.03.19**

Location: **Room 53**

Level: **02 - Second Floor**

Equipment / Plant Ref: **AHU 5 teaching pool void - supply**

Model Type: **AHU supply - filter section & heater battery**

Quantity: **1** No.

Manufacturer: **Not available from site survey**

Serial No: **Not available**



Condition Rating: **Grade A**

See section 1.4.1 for grading details

Priority Grading: **Priority 4**

See Section 1.4.2 for details

Economic Life: **20** Year

From new/installation assuming regular servicing/maintenance

Predicated Future Life: **20** Years

Comments:

AHU 4 and 5 have been replaced within the past 2 years. However the ductwork, pipework and controls associated remain as existing.

Replacement of the HVAC generally associated (pipework control valves, sensors, control panel, etc) with the new AHU would see significant improvements. None of the Ductwork in the Plantroom seems to be insulated. At least the Intake, Supply & Return Air Ducts require insulation.

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **2.M.6** Inspection Date: **14.03.19**

Location: **Room 53**

Level: **02 - Second Floor**

Equipment / Plant Ref: **Pool humidity alarm panel**

Model Type:

Quantity: **1** No.

Manufacturer: **MS (Main Systems)**

Serial No: **Not available**



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for details

Economic Life: **15 to 20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **<2** Years

Comments: **Condition of the panel is satisfactory and fair for its age.**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **2.M.7** Inspection Date: **14.03.19**

Location: **Room 53**

Level: **02 - Second Floor**

Equipment / Plant Ref: **AHU 4 & 5 control panel**

Model Type:

Quantity: **1** No.

Manufacturer: **Trend**

Serial No: **Not available**



Condition Rating: **Grade C**

See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for details

Economic Life: **15 to 20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **< 2** Years

Comments:

The panel currently allows the AHU to operate. We do not envisage that the controls provide energy efficient control. Spare parts for the plant/equipment may become obsolete.

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **2.M.9** Inspection Date: **14.03.19**

Location: **External Flat Roof Area**

Level: **02 - Second Floor**

Equipment / Plant Ref: **Mitsubishi air conditioner condenser outdoor units - max electrical load 15 amp**

Model Type: **FDC100VS**

Quantity: **3** No.

Manufacturer: **Mitsubishi Heavy Industries**

Serial No: **AB2900282UF
(newer unit),
A18501406 RF &
A18501159RF**



Condition Rating: **Grade A(1 unit) & B(2 units)**

See section 1.4.1 for grading details

Priority Grading: **Priority 4** See Section 1.4.2 for details

Economic Life: **15** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **10** Years

Comments: **Unit 1 – installed in 2017 looks in good working condition.

Units 2 & 3 – installed in 2013. The appearance of the external condensers is fair for its age. We would suggest units are serviced to ensure condensers are operating as efficiently as possible (services to include re-gassing units).**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **3.M.2** Inspection Date: **14.03.19**

Location: **Room 54**

Level: **03 - Third Floor**

Equipment / Plant Ref: **AHU6 disabled toilets & changing rooms supply belt drive**

Model Type: **frost & reheat heater batteries, filter section**

Quantity: **1** No.

Manufacturer: **Not available from site survey**

Serial No: **Not available**



Condition Rating: **Grade B/C**

See section 1.4.1 for grading details

Priority Grading: **Priority 3/4**

See Section 1.4.2 for details

Economic Life: **20** Year

From new/installation assuming regular servicing/maintenance

Predicated Future Life: **2 to 5** Years

Comments:

The Fan has been replaced within the past 2 years. However the AHU casing etc is still in poor condition along with associated HVAC. Replacement of the HVAC generally associated (pipework control valves, sensors, control panel, etc) with the new AHU would see significant improvements. Majority of the Ductwork insulation is currently falling apart, with a considerable length of ductwork without any insulation. At least the Intake, Supply & Return Air Ducts require insulation. Unit requires full internal clean and service. Spare parts for the plant/equipment may become obsolete.

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **3.M.3** Inspection Date: **14.03.19**

Location: **Room 54**

Level: **03 - Third Floor**

Equipment / Plant Ref: **AHU disabled toilets & changing room extract system**

Model Type: **~**

Quantity: **1** No.

Manufacturer: **Not available from site survey**

Serial No: **Not available**



Condition Rating: **Grade B/C**

See section 1.4.1 for grading details

Priority Grading: **Priority 3/4**

See Section 1.4.2 for details

Economic Life: **20** Year

From new/installation assuming regular servicing/maintenance

Predicated Future Life: **1 to 5** Years

Comments:

**Extract unit replaced within past 6 years.
HVAC generally is in a poor state.
Spare parts for the plant/equipment may become obsolete.**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **3.M.5** Inspection Date: **14.03.19**

Location: **Room 54**

Level: **03 - Third Floor**

Equipment / Plant Ref: **AHU disabled toilet & changing room control panel x 1**

Model Type: **~**

Quantity: **1** No.

Manufacturer: **Main Systems**

Serial No: **Not available**



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for details

Economic Life: **15 to 20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **5** Years

Comments: **Spare parts for the plant/equipment may become obsolete.**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **4.M.1** Inspection Date: **14.03.19**

Location: **External roof**

Level: **04 - Fourth Floor**

Equipment / Plant Ref: **Condensers x 2**

Model Type: **4kW**

Quantity: **2** No.

Manufacturer: **Toshiba**

Serial No: **74280130**

No photo taken during inspection

Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 4** See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **5** Years

Comments:

~

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **4.M.10** Inspection Date: **14.03.19**

Location: **Boiler room - 56**
 Level: **04 - Fourth Floor**

Equipment / Plant Ref: **BMS panel**
 Model Type: **~**
 Quantity: **1** No.
 Manufacturer: **Trend**
 Serial No: **Not available**



Condition Rating: **Grade C**
 See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for details

Economic Life: **10 to 15** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **1 to 3** Years

Comments: **No change - Whilst boiler and plant are operating we do not deem them to be operating efficiently. The controls are past their economical expected life. Spare parts for the plant/equipment may become obsolete.**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **4.M.11** Inspection Date: **14.03.19**

Location: **Boiler room - 56**
 Level: **04 - Fourth Floor**

Equipment / Plant Ref: **Boiler cycling control panel**
 Model Type: **~**
 Quantity: **1** No.
 Manufacturer: **EGS**
 Serial No: **Not available**



Condition Rating: **Grade C**
 See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for details

Economic Life: **10 to 15** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **1 to 3** Years

Comments: **No change - Whilst boiler and plant are operating we do not deem them to be operating efficiently. Spare parts for the plant/equipment may become obsolete.**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **4.M.12** Inspection Date: **14.03.19**

Location: **Boiler room - 56**
Level: **04 - Fourth Floor**

Equipment / Plant Ref: **Boiler control panel**
Model Type: **~**
Quantity: **1** No.
Manufacturer: **Main systems**
Serial No: **Not available**



Condition Rating: **Grade C**
See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for details

Economic Life: **10 to 15** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **1 to 3** Years

Comments:

**No change - Whilst boiler and plant are operating we do not deem them to be operating efficiently.
Spare parts for the plant/equipment may become obsolete.**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **4.M.13** Inspection Date: **14.03.19**

Location: **Boiler room - 56**
 Level: **04 - Fourth Floor**

Equipment / Plant Ref: **Mechanical gas shut off emergency system**
 Model Type: **Drop weight isolation valve from fuseable link to each boiler plant**
 Quantity: **1** No.
 Manufacturer: **Not available from site survey**
 Serial No: **Not available**



Condition Rating: **Grade B**
 See section 1.4.1 for grading details

Priority Grading: **Priority 4** See Section 1.4.2 for details

Economic Life: **25** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **5** Years

Comments: **No change - The operation of the valve should be checked along with annual gas servicing.
 Should boilers be replaced we would suggest solenoid valve is installed in leiu of drop weight valve arrangement.**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **4.M.14** Inspection Date: **14.03.19**

Location: **Boiler room - 56**

Level: **04 - Fourth Floor**

Equipment / Plant Ref: **Pool humidity alarm panel**

Model Type: **~**

Quantity: **1** No.

Manufacturer: **Main systems**

Serial No: **Not available**



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 4** See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **2 to 5** Years

Comments: **No change - The humidity alarm operation is unknown.**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **4.M.15** Inspection Date: **17.07.15**

Location: **Boiler room - 56**

Level: **04 - Fourth Floor**

Equipment / Plant Ref: **System dosing pot**

Model Type: **~**

Quantity: **1** No.

Manufacturer: **JET**

Serial No: **Not available**

No picture taken during inspection.

Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 4** *See Section 1.4.2 for details*

Economic Life: **15** Year *From new/installation assuming regular servicing/maintenance*

Predicated Future Life: **5** Years

Comments: **Unit is in fair condition for its age.**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **4.M.17** Inspection Date: **14.03.19**

Location: **Boiler room - 56**
 Level: **04 - Fourth Floor**

Equipment / Plant Ref: **System pressurisation unit**
 Model Type: **D125**
 Quantity: **1** No.
 Manufacturer: **JET digital plus**
 Serial No: **Not available**



Condition Rating: **Grade C**
 See section 1.4.1 for grading details

Priority Grading: **Priority 2** See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **2 to 5** Years

Comments: **No change - Spare parts for the plant/equipment may become obsolete.**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **4.M.18** Inspection Date: **14.03.19**

Location: **Boiler room - 56**

Level: **04 - Fourth Floor**

Equipment / Plant Ref: **System pressurisation unit**

Model Type: **800 ltr buffer vessel 5.0 bar**

Quantity: **1** No.

Manufacturer: **Pullen pumps**

Serial No: **SP87216**



Condition Rating: **Grade B**
See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for details

Economic Life: **15** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **2 to 5** Years

Comments:

**No change - Pressure gauge reading 1.3 bar during inspection
Spare parts for the plant/equipment may become obsolete.**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **4.M.2** Inspection Date: **14.03.19**

Location: **External roof**
Level: **04 - Fourth Floor**

Equipment / Plant Ref: **AHU Main pool supply and extract**
Model Type: **Belts Size 4 x SPZ 1800, frost & reheat batteries, filters**
Quantity: **3** No.
Manufacturer: **Not available from site survey**
Serial No: **Not available**



Condition Rating: **Grade D**
See section 1.4.1 for grading details

Priority Grading: **Priority 1** See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **0** Years

Comments: **Pool Unit No 1 is not operational. Failure of other units would mean closure of the Pool as a suitable condition within could not be met. Compared with units installed at new Pools the operation is extremely inefficient. The units show signs of extreme corrosion which in some instances have been repaired. Spare parts for the plant/equipment may become obsolete.**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **4.M.20** Inspection Date: **14.03.19**

Location: **Boiler room - 56**
Level: **04 - Fourth Floor**

Equipment / Plant Ref: **Combined heat and power unit**
Model Type: **Gas fired CHP**
Quantity: **1** No.
Manufacturer: **Combined Power Systems**
Serial No: **Not available**



Condition Rating: **Grade D**
See section 1.4.1 for grading details

Priority Grading: **Priority 1** *See Section 1.4.2 for details*

Economic Life: **20** Year *From new/installation assuming regular servicing/maintenance*

Predicated Future Life: **Offline** Years

Comments: **This unit has been decommissioned and understand has not run for >15 years. It is not deemed that the unit is essential as part of the operation, it would improve heating efficiency and lower the buildings overall carbon footprint.**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **4.M.21** Inspection Date: **14.03.19**

Location: **Boiler room - 56**
 Level: **04 - Fourth Floor**

Equipment / Plant Ref: **MTHW pump close coupled**
 Model Type: **2.2kw**
 Quantity: **1** No.
 Manufacturer: **Lowara**
 Serial No: **PLM4100B
553/322**



Condition Rating: **Grade B**
 See section 1.4.1 for grading details

Priority Grading: **Priority 4** See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **5 to 8** Years

Comments: **The pump is in good condition.**

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Project:	Purley Leisure Centre, Croydon		Asset Register
Asset Reference:	4.M.22	Inspection Date:	14.03.19
Location:	Boiler room - 56		
Level:	04 - Fourth Floor		
Equipment / Plant Ref:	MTHW pump close coupled x 1		
Model Type:	3.0kw		
Quantity:	1	No.	
Manufacturer:	Brook Hansen		
Serial No:	P907353		



Condition Rating:	Grade B	
	See section 1.4.1 for grading details	
Priority Grading:	Priority 3	See Section 1.4.2 for details
Economic Life:	20 Year	From new/installation assuming regular servicing/maintenance
Predicated Future Life:	5 Years	

Comments:

Belts and pulleys appear in good condition. The pump is belt driven and we deem belts are changed regularly as and when they fail or show signs of wear.

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Project:

Purley Leisure Centre, Croydon**Asset Register**

Asset Reference:

4.M.5

Inspection Date:

14.03.19

Location:

External roof

Level:

04 - Fourth Floor

Equipment / Plant Ref:

AHU control panel section

Model Type:

~

Quantity:

3

No.

Manufacturer:

?

Serial No:

?

~

Condition Rating:

See section 1.4.1 for grading details

Priority Grading:

See Section 1.4.2 for details

Economic Life:

10 to 15

Year

From new/installation assuming regular servicing/maintenance

Predicated Future Life:

5

Years

Comments:

Not located during survey. The AHU's are operating currently.

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **4.M.6** Inspection Date: **14.03.19**

Location: **Boiler room - 56**
 Level: **04 - Fourth Floor**

Equipment / Plant Ref: **Boilers**
 Model Type: **SCP200 gas fired**
 Quantity: **2** No.
 Manufacturer: **Hartley & Sugden**
 Serial No: **Not available**



Condition Rating: **Grade B**
 See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for details

Economic Life: **25** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **<5 years** Years

Comments: **The boilers are original and in fair condition.
 The Burners on the 2 No. Boilers have been replaced with new Riello burners within the last 2 years.
 Replacement of the boilers, control valves & sensors would provide improved efficiency in terms of running costs and energy use.
 Spare parts for the plant/equipment may become obsolete.
 Pipework insulation is falling apart in some locations and needs to be replaced.**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **4.M.7** Inspection Date: **14.03.19**

Location: **Boiler room - 56**
 Level: **04 - Fourth Floor**

Equipment / Plant Ref: **Boiler flue systems / insulated**
 Model Type: **s/s to high level**
 Quantity: **2** No.
 Manufacturer: **Hartley & Sugden**
 Serial No: **Not available**



Condition Rating: **Grade B**
 See section 1.4.1 for grading details

Priority Grading: **Priority 3/2** See Section 1.4.2 for details

Economic Life: **15 to 30** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **<5 year** Years

Comments: **The flues are showing signs of corrosion and should be checked annually as part of the gas aafe checks undertaken.**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **6.M.1** Inspection Date: **14.03.19**

Location: **Cold Water Tank Room**
Level: **06 - Sixth Floor**

Equipment / Plant Ref: **Cold water services storage tanks**
Model Type: **3,000 litres approx each tank**
Quantity: **3** No.
Manufacturer: **Braithwaite**
Serial No: **Not available**



Condition Rating: **Grade B**
See section 1.4.1 for grading details

Priority Grading: **Priority 2** *See Section 1.4.2 for details*

Economic Life: **25** Year *From new/installation assuming regular servicing/maintenance*

Predicated Future Life: **<5** Years

Comments:

Annual risk assessment is carried out by others on the domestic systems as part of the Legionella check. We have not seen recent report as of 2019, the report by Aquatech Environmental Services Ltd 13.02.2013 due for renewal 2015. The insulation to the tanks is showing signs of age. Pipework could be upgraded to improve effectiveness.

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **6.M.12** Inspection Date: **14.03.19**

Location: **Cold Water Tank Room**

Level: **06 - Sixth Floor**

Equipment / Plant Ref: **Metering pumps within Tristel VG2000 system**

Model Type: **Chlorine dioxide dosing system**

Quantity: **2** No.

Manufacturer: **Grundfos**

Serial No: **Not available**



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 4** See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **2 to 5** Years

Comments: **The pumps appear in fair condition for their age and appear to be operating with no alarm indication.**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **6.M.3** Inspection Date: **14.03.19**

Location: **Cold Water Tank Room**

Level: **06 - Sixth Floor**

Equipment / Plant Ref: **Cold water service incoming supply service pipe**

Model Type: **32 diameter**

Quantity: **1** No.

Manufacturer: **Not available from site survey**

Serial No: **Not available**



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **<5** Years

Comments: **Meter is in good condition with no major signs of deterioration.
Water sample analysis should be undertaken to deem quality of water supplied.**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **6.M.5** Inspection Date: **14.03.19**

Location: **Cold Water Tank Room**

Level: **06 - Sixth Floor**

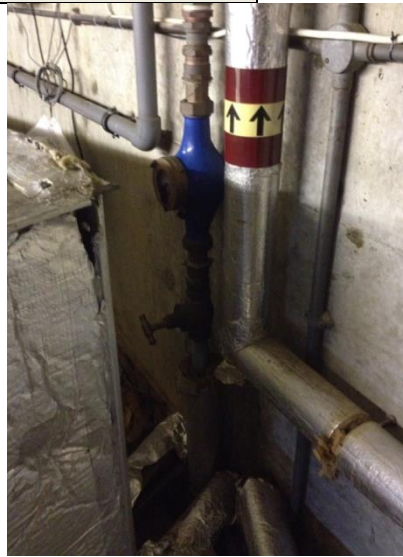
Equipment / Plant Ref: **Cold water services incoming supply stopcock**

Model Type: **Stop Valve**

Quantity: **1** No.

Manufacturer: **Hattersley**

Serial No: **Not available**



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 3** *See Section 1.4.2 for details*

Economic Life: **20** Year *From new/installation assuming regular servicing/maintenance*

Predicated Future Life: **5** Years

Comments: **Operation of valve to be checked**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **6.M.7** Inspection Date: **14.03.19**

Location: **Cold Water Tank Room**

Level: **06 - Sixth Floor**

Equipment / Plant Ref: **Frost protection heaters**

Model Type: **Wall mounted radiant tube heaters**

Quantity: **4** No.

Manufacturer: **Thermotube**

Serial No: **Not available**



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for details

Economic Life: **10** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **1 to 3** Years

Comments: **Operation of heaters to be checked**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **6.M.9** Inspection Date: **14.03.19**

Location: **Cold Water Tank Room**

Level: **06 - Sixth Floor**

Equipment / Plant Ref: **Small GRP header tank x 1**

Model Type: **250 litre - GRP**

Quantity: **1** No.

Manufacturer: **Not available from site survey**

Serial No: **Not available**



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 4** See Section 1.4.2 for details

Economic Life: **25** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **5** Years

Comments: **Tank is in fair condtion, un-insulated - non potable.**

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Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **8.M.1** Inspection Date: **14.03.19**

Location: **Plant room**
 Level: **08 - Eighth Floor**

Equipment / Plant Ref: **AHU small pool extracts**
 Model Type: **TPN fan**
 Quantity: **2** No.
 Manufacturer: **Nuaire**
 Serial No: **2807054**



Condition Rating: **Grade C**
 See section 1.4.1 for grading details

Priority Grading: **Priority 2** See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **1 to 3** Years

Comments:

2015 Notes - There were two fans installed in the plant room. During inspection one of the units was 'rattling' suggest they are serviced and ductwork internally cleaned to reduce resistance on fan unit.

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Project:

Purley Leisure Centre, Croydon

Asset Register

Asset Reference:

8.M.2

Inspection Date:

14.03.19

Location:

Plant room

Level:

08 - Eighth Floor

Equipment / Plant Ref:

Fire dampers to external louvre grille

Model Type:

Fuse link

Quantity:

2 No.

Manufacturer:

Unknown

Serial No:

Not available



Condition Rating:

Grade B

See section 1.4.1 for grading details

Priority Grading:

Priority 3

See Section 1.4.2 for details

Economic Life:

10 to 15 Year

From new/installation assuming regular servicing/maintenance

Predicated Future Life:

1 to 3 Years

Comments:

Operation of the fire dampers not carried out during inspection. Dampers required regular maintenance due to them being within chlorinated air stream.

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11

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.E.109** Inspection Date: **14.03.19**

Location: **Plant Room**

Level: **00 - Ground Floor**

Equipment / Plant Ref: **MEM isolator 100A x 1**

Model Type:

Quantity: **No.**

Manufacturer: **MEM**

Serial No: **Not available**



Condition Rating: **Grade C**

See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **5** Years

Comments: **Medium Corrosion to isolator housing**

22

Project: **Purley Leisure Centre, Croydon** **Asset Register**Asset Reference: **G.E.110** Inspection Date: **14.03.19**Location: **Plant Room**Level: **00 - Ground Floor**Equipment / Plant Ref: **Filtration plant distribution board x 1**

Model Type:

Quantity: **No.**Manufacturer: **MEM**Serial No: **Not available**Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for detailsEconomic Life: **20** Year From new/installation assuming regular servicing/maintenancePredicated Future Life: **5** YearsComments: **Medium corrosion to DB housing.
Period inspection expired 03.01.2019
Not lockable.**

33

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.E.115** Inspection Date: **14.03.19**

Location: **Plant Room**
 Level: **00 - Ground Floor**

Equipment / Plant Ref: **Main TPN ventilation control panel x 1**
 Model Type:
 Quantity: **No.**
 Manufacturer: **Main Systems**
 Serial No: **Not available**



Condition Rating: **Grade C**
 See section 1.4.1 for grading details

Priority Grading: **Priority 2** See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **<3** Years

Comments: **Heavy Corrosion to control panel housing**

44

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.E.116** Inspection Date: **14.03.19**

Location: **Plant Room**

Level: **00 - Ground Floor**

Equipment / Plant Ref: **MEM 20 amp isolator to filtration room extract fan x 1**

Model Type:

Quantity: **No.**

Manufacturer: **MEM**

Serial No: **Not available**



Condition Rating: **Grade C**

See section 1.4.1 for grading details

Priority Grading: **Priority 2**

See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **>3** Years

Comments: **Heavy Corrosion to isolator housing**

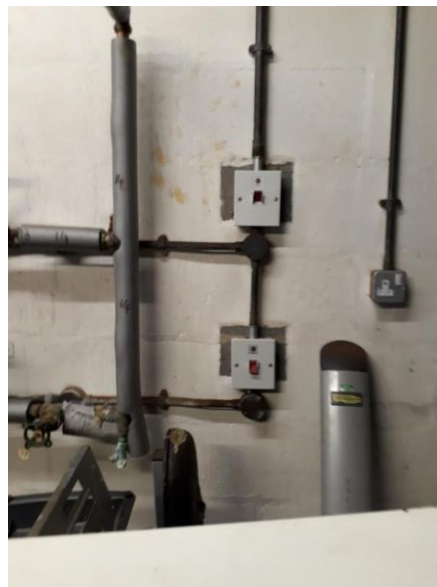
55

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.E.117** Inspection Date: **14.03.19**

Location: **Plant Room**
 Level: **00 - Ground Floor**

Equipment / Plant Ref: **MEM isolation to HWS pumps 20A x 2**
 Model Type:
 Quantity: **No.**
 Manufacturer: **MEM**
 Serial No: **Not available**



Condition Rating: **Grade A**
 See section 1.4.1 for grading details

Priority Grading: **Priority 4** See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **20** Years

Comments: **Replaced in recent years.**

66

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.E.132** Inspection Date: **14.03.19**

Location: **Plant Room**

Level: **00 - Ground Floor**

Equipment / Plant Ref: **Pump isolator 20 amp x 2**

Model Type:

Quantity: **No.**

Manufacturer: **MEM**

Serial No: **Not available**



Condition Rating: **Grade A**

See section 1.4.1 for grading details

Priority Grading: **Priority 4**

See Section 1.4.2 for details

Economic Life: **20** Year

From new/installation assuming regular servicing/maintenance

Predicated Future Life: **20** Years

Comments: **Replaced in recent years.**

Project: **Purley Leisure Centre, Croydon** Asset Register

Asset Reference: **G.E.19** Inspection Date: **14.03.19**

Location: **Lobby - 02**
 Level: **00 - Ground Floor**

Equipment / Plant Ref: **Blow heaters x 2**
 Model Type:
 Quantity: **No.**
 Manufacturer: **Heatstore**
 Serial No: **Not available**



Condition Rating: **Grade B**
 See section 1.4.1 for grading details

Priority Grading: **Priority 4** See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **15** Years

Comments: **Condition of the heaters are satisfactory and fair for their age.**

88

Project: **Purley Leisure Centre, Croydon** **Asset Register**Asset Reference: **G.E.20** Inspection Date: **14.03.19**Location: **Lobby - 02**Level: **00 - Ground Floor**Equipment / Plant Ref: **Elec dist board x 1**Model Type: **Memshield 2**Quantity: **No.**Manufacturer: **MEM**Serial No: **Not available**Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for detailsEconomic Life: **20** Year From new/installation assuming regular servicing/maintenancePredicated Future Life: **15** Years

Comments: **Satisfactory install but bad operational practice. This board is used to switch lighting circuits on and off rather than using local switches. Suggest this is reviewed ASAP.**

99

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.E.4** Inspection Date: **14.03.19**

Location: **Entrance - 01**

Level: **00 - Ground Floor**

Equipment / Plant Ref: **Blow heater x 1**

Model Type:

Quantity: **No.**

Manufacturer:

Serial No: **Not available**



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 4** See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **10** Years

Comments: **Condition of the heater is satisfactory and fair for its age.**

1010

Project:	Purley Leisure Centre, Croydon		Asset Register
Asset Reference:	G.E.78	Inspection Date:	14.03.19
Location:	Room 19		
Level:	00 - Ground Floor		
Equipment / Plant Ref:	Light control unit x 1		
Model Type:			
Quantity:		No.	
Manufacturer:			
Serial No:	Not available		

Condition Rating:	Grade A		
	See section 1.4.1 for grading details		
Priority Grading:	Priority 4		See Section 1.4.2 for details
Economic Life:	15	Year	From new/installation assuming regular servicing/maintenance
Predicated Future Life:	10	Years	

Comments: **Within refurbished fitness area, satisfactory**

1111

Project:

Purley Leisure Centre, Croydon**Asset Register**

Asset Reference:

1.E.21

Inspection Date:

14.03.19

Location:

Disabled toilet / shower - 28

Level:

01 - First Floor

Equipment / Plant Ref:

Disabled alarm junction box x 1

Model Type:

Quantity:

No.

Manufacturer:

Serial No:

Not available

Condition Rating:

Grade B

See section 1.4.1 for grading details

Priority Grading:

Priority 3

See Section 1.4.2 for details

Economic Life:

10

Year

From new/installation assuming regular servicing/maintenance

Predicated Future Life:

5

Years

Comments:

Slight Corrosion to housing, fair condition and operational

1212

Project:	Purley Leisure Centre, Croydon		Asset Register
Asset Reference:	1.E.24	Inspection Date:	14.03.19
Location:	First aid room - 31		
Level:	01 - First Floor		
Equipment / Plant Ref:	Air sampler x 1		
Model Type:	Electrical		
Quantity:		No.	
Manufacturer:			
Serial No:	Not available		

Condition Rating:	Grade B		
	See section 1.4.1 for grading details		
Priority Grading:	Priority 3		See Section 1.4.2 for details
Economic Life:	5-10	Year	From new/installation assuming regular servicing/maintenance
Predicated Future Life:	5-10	Years	

Comments: **Slight Corrosion to housing**

1313

Project: **Purley Leisure Centre, Croydon** **Asset Register**Asset Reference: **1.E.79** Inspection Date: **14.03.19**Location: **Room 42**Level: **01 - First Floor**Equipment / Plant Ref: **Distribution board x 2 DB 1 Changing romm DB2 Swimming Pool**Model Type: **Electrical**Quantity: **No.**Manufacturer: **Db1 MEM DB2 E.T.N**Serial No: **Not available**Condition Rating: **Grade A**

See section 1.4.1 for grading details

Priority Grading: **Priority 4** See Section 1.4.2 for detailsEconomic Life: **20** Year From new/installation assuming regular servicing/maintenancePredicated Future Life: **10** YearsComments: **DB's added during pool hall lighting refurb, satisfactory**

1414

Project:	Purley Leisure Centre, Croydon		Asset Register
Asset Reference:	1.E.15	Inspection Date:	14.03.19
Location:	Changing room - 27		
Level:	01 First Floor		
Equipment / Plant Ref:	Air sampler x 1		
Model Type:	Electrical		
Quantity:		No.	
Manufacturer:			
Serial No:	Not available		

Condition Rating: **Grade B**
See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for details

Economic Life: **5-10** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **5** Years

Comments: **Slight Corrosion to housing**

1515

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **2.E.10** Inspection Date: **14.03.19**

Location: **Ground Floor Plantroom**
 Level: **00 – Ground Floor**

Equipment / Plant Ref: **Electrical incoming position & main isolator x 1**
 Model Type: **Electrical**
 Quantity: **No.**
 Manufacturer:
 Serial No: **Not available**



Condition Rating: **Grade B**
 See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for details

Economic Life: **30** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **7** Years

Comments: **MCCB's within boards in the switchgear obsolete**

1616

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **2.E.11** Inspection Date: **14.03.19**

Location: **Changing Room Plant Room 52**
 Level: **02 - Second Floor**

Equipment / Plant Ref: **Electrical distribution system – CARPARK Board**
 Model Type: **Electrical**
 Quantity: **No.**
 Manufacturer: **CHS switchgear - St Albans**
 Serial No: **Not available**



Condition Rating: **Grade B**
 See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for details

Economic Life: **25** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **5-7** Years

Comments: **MCCB's within boards in the switchgear obsolete**

1717

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **2.E.7** Inspection Date: **14.03.19**

Location: **Changing Room Plant Room 52**

Level: **02 - Second Floor**

Equipment / Plant Ref: **Lighting time control & heating panel x 1 - CARPARK**

Model Type: **Electrical**

Quantity: **No.**

Manufacturer:

Serial No: **Not available**



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 3**

See Section 1.4.2 for details

Economic Life: **25** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **5-10** Years

Comments: **Satisfactory for its age.**

1818

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **2.E.8** Inspection Date: **14.03.19**

Location: **Changing Room Plant Room 52**
 Level: **02 - Second Floor**

Equipment / Plant Ref: **Car park pay machines distribution board x 1 - CARPARK**
 Model Type: **Metal clad 100 amp**
 Quantity: **No.**
 Manufacturer: **Crabtree**
 Serial No: **Not available**



Condition Rating: **Grade B**
 See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **5-10** Years

Comments: **MCCB's within board obsolete**

1919

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **3.E.12** Inspection Date: **14.03.19**

Location: **Lift Motor Room - Room 55**

Level: **03 - Third Floor**

Equipment / Plant Ref: **Distribution board LMR 4-way x 1**

Model Type: **Metal clad**

Quantity: **No.**

Manufacturer: **Crabtree TPN**

Serial No: **Not available**

Condition Rating: **Grade B**
See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for details

Economic Life: **25** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **5-10** Years

Comments: **MCCB's within board obsolete**

2020

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **3.E.14** Inspection Date: **14.03.19**

Location: **Lift Motor Room - Room 55**
 Level: **03 - Third Floor**

Equipment / Plant Ref: **EMU control panel x 1**
 Model Type:
 Quantity: **No.**
 Manufacturer: **Central Monitoring**
 Serial No: **Not available**

Condition Rating:
See section 1.4.1 for grading details

Priority Grading: *See Section 1.4.2 for details*

Economic Life: Year *From new/installation assuming regular servicing/maintenance*

Predicated Future Life: Years

Comments: **Requires lift engineers inspection**

2121

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **3.E.15** Inspection Date: **14.03.19**

Location: **Lift Motor Room - Room 55**

Level: **03 - Third Floor**

Equipment / Plant Ref: **Emergency stop control button x 1**

Model Type:

Quantity: **No.**

Manufacturer:

Serial No: **Not available**

Condition Rating:

See section 1.4.1 for grading details

Priority Grading:

See Section 1.4.2 for details

Economic Life: Year

From new/installation assuming regular servicing/maintenance

Predicated Future Life: Years

Comments:

Requires lift engineers inspection

2222

Project:

Purley Leisure Centre, Croydon**Asset Register**

Asset Reference:

3.E.16

Inspection Date:

14.03.19

Location:

Lift Motor Room - Room 55

Level:

03 - Third Floor

Equipment / Plant Ref:

Lift motor drive & close coupled gearing drive x 1

Model Type:

Size 8

Quantity:

No.

Manufacturer:

Holroyd

Serial No:

399821

Condition Rating:

See section 1.4.1 for grading details

Priority Grading:

See Section 1.4.2 for details

Economic Life:

Year

From new/installation assuming regular servicing/maintenance

Predicated Future Life:

Years

Comments:

Requires lift engineers inspection

2323

Project:	Purley Leisure Centre, Croydon		Asset Register
Asset Reference:	3.M.1	Inspection Date:	17.07.15
Location:	Lift Motor Room - Room 55		
Level:	03 - Third Floor		
Equipment / Plant Ref:	Bennie lift TPN x 1		
Model Type:	W/D 1506/A/2		
Quantity:		No.	
Manufacturer:	Bennie		
Serial No:			

Condition Rating:
 See section 1.4.1 for grading details

Priority Grading: See Section 1.4.2 for details

Economic Life: Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: Years

Comments:

No access on 15.03.19

Lift Engineers report (18/12/2013) states fault with first floor levelling, with ground floor call button indicator light, handwinding buzzer is inoperative and also stated that the lift does not comply with current 'Rules for the improvement of safety o

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Project:	Purley Leisure Centre, Croydon		Asset Register
Asset Reference:	G.M.1	Inspection Date:	14.03.19
Location:	Plant Room - Room 12		
Level:	00 - Ground Floor		
Equipment / Plant Ref:	Filter tanks (redundant)		
Model Type:	This was previously used when system was on Ozone. Made redundant when UV was installed.		
Quantity:	1	No.	
Manufacturer:	Barr & Wray		
Serial No:	Not available		



Condition Rating:		See section 1.4.1 for grading details
Priority Grading:		See Section 1.4.2 for details
Economic Life:	20 Year	From new/installation assuming regular servicing/maintenance
Predicated Future Life:	~ Years	

Comments:

No evident change since last survey in 2015

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.M.11** Inspection Date: **14.03.19**

Location: **Plant Room - Room 12**

Level: **00 - Ground Floor**

Equipment / Plant Ref: **Pool filtration circulating pumps close coupled 7.5kw**

Model Type: **Main pool**

Quantity: **2** No.

Manufacturer: **Lowara - PLM**

Serial No: **Not available**



Condition Rating: **Grade C**

See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **3 to 5** Years

Comments: **No evident change since last survey in 2015**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.M.12** Inspection Date: **14.03.19**

Location: **Plant Room - Room 12**

Level: **00 - Ground Floor**

Equipment / Plant Ref: **Pool filtration circulating pumps close coupled 7.5kw**

Model Type: **Teaching pool**

Quantity: **2** No.

Manufacturer: **Lowara - PLM**

Serial No: **Not available**



Condition Rating: **Grade C**

See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **3 to 5** Years

Comments: **No evident change since last survey in 2015**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.M.15** Inspection Date: **14.03.19**

Location: **Plant Room - Room 12**

Level: **00 - Ground Floor**

Equipment / Plant Ref: **Control panel to pumps 1-4 circulating**

Model Type:

Quantity: **1** No.

Manufacturer:

Serial No: **Not available**



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 4** *See Section 1.4.2 for details*

Economic Life: **20** Year *From new/installation assuming regular servicing/maintenance*

Predicated Future Life: **2 to 5** Years

Comments:

No evident change since last survey in 2015

The panel is coming to the end of its economical life. It is operating currently.

Project:	Purley Leisure Centre, Croydon		Asset Register
Asset Reference:	G.M.18	Inspection Date:	14.03.19
Location:	Plant Room - Room 12		
Level:	00 - Ground Floor		
Equipment / Plant Ref:	Topline water chemistry - Main & small pool control system monitoring panels		
Model Type:			
Quantity:	2	No.	
Manufacturer:	Topline		
Serial No:			



Condition Rating:	Grade B	
	See section 1.4.1 for grading details	
Priority Grading:	Priority 3	See Section 1.4.2 for details
Economic Life:	20 Year	From new/installation assuming regular servicing/maintenance
Predicated Future Life:		Years

Comments:

No evident change since last survey in 2015

Project:	Purley Leisure Centre, Croydon		Asset Register
Asset Reference:	G.M.19	Inspection Date:	14.03.19
Location:	Plant Room - Room 12		
Level:	00 - Ground Floor		
Equipment / Plant Ref:	Diaphragm metering pump direct drive		
Model Type:	Encore 100		
Quantity:	1	No.	
Manufacturer:			
Serial No:	9018015		

Condition Rating:
 See section 1.4.1 for grading details

Priority Grading: See Section 1.4.2 for details

Economic Life: Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: Years

Comments:

No evident change since last survey in 2015

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.M.2** Inspection Date: **14.03.19**

Location: **Plant Room - Room 12**

Level: **00 - Ground Floor**

Equipment / Plant Ref: **Filter tank A**

Model Type: **Sand Filter Vessel for both Pools**

Quantity: **1** No.

Manufacturer: **Barr & Wray**

Serial No: **Not available**



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 4** See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **5** Years

Comments:

No evident change since last survey in 2015

**To be serviced annually by Pool Filtration specialist company
Sand to be replaced every 3 to 5 years.**

Project:	Purley Leisure Centre, Croydon		Asset Register
Asset Reference:	G.M.20	Inspection Date:	14.03.19
Location:	Plant Room - Room 12		
Level:	00 - Ground Floor		
Equipment / Plant Ref:	Direct drive foot bath pump		
Model Type:	Small circulation pump		
Quantity:	1	No.	
Manufacturer:			
Serial No:			

~

Condition Rating:		
	See section 1.4.1 for grading details	
Priority Grading:		See Section 1.4.2 for details
Economic Life:	20 Year	From new/installation assuming regular servicing/maintenance
Predicated Future Life:		Years

Comments:

No evident change since last survey in 2015

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.M.22** Inspection Date: **14.03.19**

Location: **Plant Room - Room 12**

Level: **00 - Ground Floor**

Equipment / Plant Ref: **Chemical pool dosing area bund tanks**

Model Type:

Quantity: **2** No.

Manufacturer:

Serial No:



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **2 to 5** Years

Comments:

No evident change since last survey in 2015

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.M.23** Inspection Date: **14.03.19**

Location: **Plant Room - Room 12**

Level: **00 - Ground Floor**

Equipment / Plant Ref: **Sodium hypochlorite dosing / meter set**

Model Type:

Quantity: **1** No.

Manufacturer:

Serial No:



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 3**

See Section 1.4.2 for details

Economic Life: **20** Year

From new/installation assuming regular servicing/maintenance

Predicated Future Life: **2 to 5** Years

Comments:

No evident change since last survey in 2015

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.M.24** Inspection Date: **14.03.19**

Location: **Plant Room - Room 12**

Level: **00 - Ground Floor**

Equipment / Plant Ref: **Hypochloric mixture dosing / meter set**

Model Type:

Quantity: **1** No.

Manufacturer:

Serial No:



Condition Rating:

See section 1.4.1 for grading details

Priority Grading:

See Section 1.4.2 for details

Economic Life: **20** Year

From new/installation assuming regular servicing/maintenance

Predicated Future Life: Years

Comments:

No evident change since last survey in 2015

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.M.26** Inspection Date: **14.03.19**

Location: **Plant Room - Room 12**

Level: **00 - Ground Floor**

Equipment / Plant Ref: **D2 CWS to emergency shower / eye wash**

Model Type: **~**

Quantity: **1** No.

Manufacturer: **~**

Serial No: **Not available**



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 4** *See Section 1.4.2 for details*

Economic Life: **20** Year *From new/installation assuming regular servicing/maintenance*

Predicated Future Life: **5** Years

Comments:

**No evident change since last survey in 2015
No test where carried out during the inspection**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.M.3** Inspection Date: **14.03.19**

Location: **Plant Room - Room 12**

Level: **00 - Ground Floor**

Equipment / Plant Ref: **Filter tank B**

Model Type: **Sand Filter Vessel for both Pools**

Quantity: **1** No.

Manufacturer: **Barr & Wray**

Serial No: **Not available**



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 4** See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **~** Years

Comments:

No evident change since last survey in 2015

**To be serviced annually by Pool Filtration specialist company.
Sand to be replaced every 3 to 5 years.**

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.M.48** Inspection Date: **14.03.19**

Location: **Plant Room - Room 12**

Level: **00 - Ground Floor**

Equipment / Plant Ref: **Air blower unit and close coupled motor drive**

Model Type: **Direct drive**

Quantity: **1** No.

Manufacturer: **Bora pumps**

Serial No: **Not available**



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 4** See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **5** Years

Comments:

No evident change since last survey in 2015

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.M.6** Inspection Date: **14.03.19**

Location: **Plant Room - Room 12**

Level: **00 - Ground Floor**

Equipment / Plant Ref: **Hanova ultra violet water treatment unit**

Model Type:

Quantity: **1** No.

Manufacturer: **Hanova**

Serial No: **Not available**



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 4** See Section 1.4.2 for details

Economic Life: **20** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **5** Years

Comments: **No evident change since last survey in 2015**
To be serviced annually by Pool Filtration specialist company
Run time hours indicated at time of inspection - 96,423 hrs (suggest counter has not been reset after replacement).

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.M.7** Inspection Date: **14.03.19**

Location: **Plant Room - Room 12**

Level: **00 - Ground Floor**

Equipment / Plant Ref: **Heat exchange unit main pool**

Model Type: **Tube and shell type heat exchange unit**

Quantity: **1** No.

Manufacturer: **Bowman Sern**

Serial No: **3793**



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for details

Economic Life: **15** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **3 ot 5** Years

Comments:

No evident change since last survey in 2015

No signs of leaks from the PHX's. They are not insulated.

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **G.M.8** Inspection Date: **14.03.19**

Location: **Plant Room - Room 12**

Level: **00 - Ground Floor**

Equipment / Plant Ref: **Heat exchange unit learner pool**

Model Type: **Tube and shell type heat exchange unit**

Quantity: **1** No.

Manufacturer: **Bowman**

Serial No: **~**



Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 3** See Section 1.4.2 for details

Economic Life: **15** Year From new/installation assuming regular servicing/maintenance

Predicated Future Life: **3 to 5** Years

Comments:

No evident change since last survey in 2015

No signs of leaks from the PHX's. They are not insulated.

Project: **Purley Leisure Centre, Croydon** **Asset Register**

Asset Reference: **6.M.11** Inspection Date: **14.03.19**

Location: **Cold Water Tank Room**

Level: **06 - Sixth Floor**

Equipment / Plant Ref: **Chlorine dioxide dosage system**

Model Type: **VG2000 - Pumped**

Quantity: **1** No.

Manufacturer: **Tristel**

Serial No: **Not available**

~

Condition Rating: **Grade B**

See section 1.4.1 for grading details

Priority Grading: **Priority 4** *See Section 1.4.2 for details*

Economic Life: **20** Year *From new/installation assuming regular servicing/maintenance*

Predicated Future Life: **5** Years

Comments:

No evident change since last survey in 2015

5.1 Minor Asset Register

Asset Ref	M or E	Level	Location	Equipment / Plant Ref:	Type	Qty	Manufacturer	Condition Grading	Priority Grading	Economic Life (Yrs)	Predicted Future Life (Yrs)	Comments
G.E.1	E	00 - Ground Floor	Entrance - 01	Emergency lighting switch		1		Grade B	Priority 3	20	10-12	
G.E.10	E	00 - Ground Floor	Lobby - 02	Illuminated fire exit sign		1		Grade B	Priority 3	20	10-12	
G.E.100	E	00 - Ground Floor	Room 13	Single socket		1	MK	Grade B	Priority 3	15	10	
G.E.101	E	00 - Ground Floor	Room 13	Fuse spur		1	MK	Grade B	Priority 3	15	10	
G.E.102	E	00 - Ground Floor	Room 11	Fluorescent tube light	3ft single	2		Grade B	Priority 3	10-15	10	
G.E.103	E	00 - Ground Floor	Plant Room	Bell rotary isolation switch		4		Grade B	Priority 3	20	10	
G.E.104	E	00 - Ground Floor	Plant Room	Stop/start / off switch		1	Brook Crompton 2000	Grade B	Priority 3	20	10	
G.E.106	E	00 - Ground Floor	Plant Room	Stop/start switch		2		Grade B	Priority 3	20	10	
G.E.107	E	00 - Ground Floor	Plant Room	Isolators		2	Exel	Grade B	Priority 3	20	>3	Heavy Corrosion to outlet housing
G.E.108	E	00 - Ground Floor	Plant Room	Fuse spur outlets		3	MK	Grade B	Priority 3	15	>3	Heavy Corrosion to outlet housing
G.E.11	E	00 - Ground Floor	Lobby - 02	3 way fan switches		2	Drayton	Grade B	Priority 3	10	5	
G.E.112	E	00 - Ground Floor	Plant Room	Fuse spur outlet	Metal clad	2	MK	Grade B	Priority 3	15	>3	Heavy Corrosion to outlet housing
G.E.118	E	00 - Ground Floor	Plant Room	Single socket outlet	Metal clad	4	MK	Grade B	Priority 3	15	>3	Heavy Corrosion to outlet housing
G.E.119	E	00 - Ground Floor	Plant Room	Single gang light switch	Metal clad	3		Grade B	Priority 3	10	>3	Heavy Corrosion to switch housing
G.E.120	E	00 - Ground Floor	Plant Room	Double gang light switch	Metal clad	3		Grade B	Priority 3	10	>3	Heavy Corrosion to switch housing
G.E.121	E	00 - Ground Floor	Plant Room	Fuse spur outlet	Metal clad	2	MK	Grade B	Priority 3	15	>3	Heavy Corrosion to outlet housing
G.E.123	E	00 - Ground Floor	Plant Room	Fluorescent tube light	Single tube 1500mm	21		Grade B	Priority 3	10-15	5	
G.E.124	E	00 - Ground Floor	Plant Room	Manual call point		2		Grade B	Priority 3	20	10	
G.E.126	E	00 - Ground Floor	Plant Room	4 gang emergency light test switch		1		Grade B	Priority 3	10	5	
G.E.127	E	00 - Ground Floor	Plant Room	Fluorescent tube light IP44 rated	Double tube 1500mm long	12		Grade B	Priority 3	10-15	10	
G.E.128	E	00 - Ground Floor	Plant Room	Bulkhead emergency light		1		Grade B	Priority 3	20	10	
G.E.13	E	00 - Ground Floor	Lobby - 02	Display spots	LED	2		Grade B	Priority 3	10-15	5-10	
G.E.130	E	00 - Ground Floor	Plant Room	Rotary bell type isolator + stop/start switch		1	Brook Crompton	Grade A	Priority 4	10	>5	Heavy Corrosion to outlet housing

Asset Ref	M or E	Level	Location	Equipment / Plant Ref:	Type	Qty	Manufacturer	Condition Grading	Priority Grading	Economic Life (Yrs)	Predicted Future Life (Yrs)	Comments
G.E.131	E	00 - Ground Floor	Plant Room	Double socket outlet	Metal clad	1		Grade A	Priority 4	10	>5	Heavy Corrosion to isolator housing
G.E.133	E	00 - Ground Floor	Plant Room	Bulkhead light 40w		1		Grade A	Priority 4	10	5	
G.E.134	E	00 - Ground Floor	Plant Room	Single light switch	Metal clad	2		Grade A	Priority 4	10	>5	Heavy Corrosion to switch housing
G.E.135	E	00 - Ground Floor	Plant Room	Double light switch	Metal clad	1		Grade A	Priority 4	10	>5	Heavy Corrosion to switch housing
G.E.136	E	00 - Ground Floor	Plant Room	Single socket	Metal clad	1	MK	Grade A	Priority 4	10	>5	Heavy Corrosion to outlet housing
G.E.137	E	00 - Ground Floor	Plant Room	Double socket	Metal clad	1	MK	Grade A	Priority 4	10	>5	Heavy Corrosion to outlet housing
G.E.14	E	00 - Ground Floor	Lobby - 02	6 way light control point		1		Grade B	Priority 3	10-15	5-10	
G.E.2	E	00 - Ground Floor	Entrance - 01	Fluorescent tubes	4 way 600 x 600	2		Grade B	Priority 3	10-15	5-10	
G.E.21	E	00 - Ground Floor	Lobby - 02	Single sockets		3	MK	Grade A	Priority 4	10	<5	
G.E.22	E	00 - Ground Floor	Lobby - 02	Double sockets		5	MK	Grade A	Priority 4	10	<5	
G.E.23	E	00 - Ground Floor	Lobby - 02	Fuse spurs		8	MK	Grade A	Priority 4	10	<5	
G.E.24	E	00 - Ground Floor	Lobby - 02	PA system speaker		1		Grade A	Priority 4	10	<5	
G.E.28	E	00 - Ground Floor	Office - 04	Double sockets		2	MK	Grade A	Priority 4	10	<5	
G.E.29	E	00 - Ground Floor	Office - 04	Fuse spur		1	MK	Grade A	Priority 4	10	<5	
G.E.3	E	00 - Ground Floor	Entrance - 01	Double switch		1		Grade A	Priority 4	10	<5	
G.E.30	E	00 - Ground Floor	Office - 04	Fluorescent tubes	4 way 600 x 600	4		Grade B	Priority 3	10-15	10	
G.E.31	E	00 - Ground Floor	Office - 07	Fluorescent tubes	4 way 600 x 600	4		Grade B	Priority 3	10-15	10	
G.E.33	E	00 - Ground Floor	Office - 07	Single socket		1	MK	Grade A	Priority 4	10	5	
G.E.34	E	00 - Ground Floor	Office - 07	Double sockets		2	MK	Grade A	Priority 4	10	5	
G.E.35	E	00 - Ground Floor	Office - 07	Fuse spurs		2	MK	Grade A	Priority 4	10	5	
G.E.36	E	00 - Ground Floor	ITC room - 08	Single light switch		1		Grade A	Priority 4	10	5	
G.E.37	E	00 - Ground Floor	ITC room - 08	Fluorescent tube	3 way	1		Grade B	Priority 3	10-15	10	
G.E.39	E	00 - Ground Floor	ITC room - 08	Single socket		1	MK	Grade A	Priority 4	10	5	
G.E.40	E	00 - Ground Floor	ITC room - 08	Double sockets		3	MK	Grade A	Priority 4	10	5	
G.E.41	E	00 - Ground Floor	ITC room - 08	Fuse spur		1	MK	Grade A	Priority 4	10	5	

Asset Ref	M or E	Level	Location	Equipment / Plant Ref:	Type	Qty	Manufacturer	Condition Grading	Priority Grading	Economic Life (Yrs)	Predicted Future Life (Yrs)	Comments
G.E.42	E	00 - Ground Floor	ITC room - 08	Room start		1		Grade A	Priority 4	10	5	
G.E.43	E	00 - Ground Floor	Corridor - 06	Fluorescent tubes	4 way 600 x 600	3		Grade B	Priority 3	10-15	10	
G.E.44	E	00 - Ground Floor	Corridor - 06	Illuminated fire exit sign		1		Grade A	Priority 4	20	12	
G.E.48	E	00 - Ground Floor	Corridor - 06	Double sockets		2	MK	Grade A	Priority 4	10	5	
G.E.49	E	00 - Ground Floor	Corridor - 06	PA system speaker		1		Grade A	Priority 4	20	15	
G.E.5	E	00 - Ground Floor	Entrance - 01	Single socket		1	MK	Grade A	Priority 4	10	5	
G.E.50	E	00 - Ground Floor	Corridor / stairs - 09	Illuminated fire exit sign		1		Grade A	Priority 4	20	10	
G.E.51	E	00 - Ground Floor	Corridor / stairs - 09	Emergency light		1		Grade A	Priority 4	20	10	
G.E.54	E	00 - Ground Floor	Corridor / stairs - 09	PA system speaker		1		Grade A	Priority 4	20	10	
G.E.55	E	00 - Ground Floor	Room 24	Emergency light switch		2		Grade A	Priority 4	10	5	
G.E.56	E	00 - Ground Floor	Room 24	Illuminated fire exit sign		1		Grade A	Priority 4	20	10	
G.E.57	E	00 - Ground Floor	Room 24	Fluorescent tube 4 way 600 x 600		20		Grade A	Priority 4	10-15	10	
G.E.6	E	00 - Ground Floor	Entrance - 01	Fuse spur		1	MK	Grade A	Priority 4	10	5	
G.E.62	E	00 - Ground Floor	Room 24	Single socket		3	MK	Grade A	Priority 4	10	5	
G.E.63	E	00 - Ground Floor	Room 24	PA system speaker		1		Grade A	Priority 4	20	10	
G.E.65	E	00 - Ground Floor	Room 23	Single light switch		1		Grade A	Priority 4	10	5	
G.E.66	E	00 - Ground Floor	Room 23	Fluorescent tube 4 way 600 x 600		2		Grade B	Priority 3	10-15	10	
G.E.67	E	00 - Ground Floor	Room 22	Single light switch		1		Grade A	Priority 4	10	5	
G.E.68	E	00 - Ground Floor	Room 22	Fluorescent tube 4 way 600 x 600		2		Grade B	Priority 3	10-15	5-10	
G.E.69	E	00 - Ground Floor	Room 21	Single light switch		1		Grade A	Priority 4	10	5	
G.E.7	E	00 - Ground Floor	Entrance - 01	Sliding door control	Key operated	1		Grade B	Priority 3	10-15	5-10	
G.E.70	E	00 - Ground Floor	Room 21	Fluorescent tube 4 way 600 x 600		2		Grade B	Priority 3	10-15	5-10	
G.E.71	E	00 - Ground Floor	Room 20	Illuminated fire exit sign		1		Grade A	Priority 4	20	10	
G.E.72	E	00 - Ground Floor	Room 20	Emergency light		1		Grade A	Priority 4	20	10	
G.E.74	E	00 - Ground Floor	Room 19	Double light switch		1		Grade A	Priority 4	10	5	

Asset Ref	M or E	Level	Location	Equipment / Plant Ref:	Type	Qty	Manufacturer	Condition Grading	Priority Grading	Economic Life (Yrs)	Predicted Future Life (Yrs)	Comments
G.E.75	E	00 - Ground Floor	Room 19	Emergency light switch		1		Grade A	Priority 4	10	5	
G.E.76	E	00 - Ground Floor	Room 19	Illuminated fire exit sign		1		Grade A	Priority 4	20	15	
G.E.77	E	00 - Ground Floor	Room 19	Downlighters		3		Grade B	Priority 3	10-15	10	
G.E.8	E	00 - Ground Floor	Lobby - 02	Emergency lighting switches		5		Grade A	Priority 4	10	5	
G.E.80	E	00 - Ground Floor	Room 17	Double light switch		1		Grade A	Priority 4	10	5	
G.E.81	E	00 - Ground Floor	Room 17	Emergency light		2		Grade A	Priority 4	20	15	
G.E.82	E	00 - Ground Floor	Room 17	Emergency light switch		1		Grade A	Priority 4	20	10	
G.E.83	E	00 - Ground Floor	Room 17	Illuminated fire exit sign		1		Grade A	Priority 4	20	10	
G.E.84	E	00 - Ground Floor	Room 17	Downlighters		14		Grade A	Priority 4	20	10	
G.E.86	E	00 - Ground Floor	Room 17	Single socket		2	MK	Grade A	Priority 4	20	10	
G.E.87	E	00 - Ground Floor	Room 17	Double socket		2	MK	Grade A	Priority 4	20	10	
G.E.88	E	00 - Ground Floor	Room 17	Fuse spur		2	MK	Grade A	Priority 4	20	10	
G.E.89	E	00 - Ground Floor	Room 16	Bulkhead light		1		Grade B	Priority 3	10-15	10	
G.E.9	E	00 - Ground Floor	Lobby - 02	Fluorescent tubes	4 way 600 x 600	3		Grade B	Priority 3	10-15	10	
G.E.90	E	00 - Ground Floor	Room 16	Downlighters		1		Grade B	Priority 3	10-15	10	
G.E.92	E	00 - Ground Floor	Room 14	Battery emergency light bank	Keepalite	36	Bardic	Grade B	Priority 3	10-15	10	Test certificate dated 25/10/2014 of last full 3 hour test
G.E.93	E	00 - Ground Floor	Room 14	Isolator switches		2		Grade B	Priority 3	10-15	10	
G.E.95	E	00 - Ground Floor	Room 13	Single light switch		1		Grade B	Priority 3	10	5	
G.E.96	E	00 - Ground Floor	Room 13	Double light switch		1		Grade B	Priority 3	10	5	
G.E.97	E	00 - Ground Floor	Room 13	Fluorescent tube light	5ft double	11		Grade B	Priority 3	10-15	10	
G.E.17	Fire	00 - Ground Floor	Lobby - 02	Sounder beacon		1		Grade A	Priority 4	20	10	
G.E.27	Fire	00 - Ground Floor	Office - 04	Smoke detector	Optical	1		Grade A	Priority 4	20	10	
G.E.32	Fire	00 - Ground Floor	Office - 07	Smoke detector	Optical	1		Grade A	Priority 4	20	10	
G.E.45	Fire	00 - Ground Floor	Corridor - 06	Smoke detector	Optical	1		Grade A	Priority 4	20	10	
G.E.46	Fire	00 - Ground Floor	Corridor - 06	Sounder		1		Grade A	Priority 4	20	10	

Asset Ref	M or E	Level	Location	Equipment / Plant Ref:	Type	Qty	Manufacturer	Condition Grading	Priority Grading	Economic Life (Yrs)	Predicted Future Life (Yrs)	Comments
G.E.47	Fire	00 - Ground Floor	Corridor - 06	Sounder beacon		1		Grade A	Priority 4	20	10	
G.E.52	Fire	00 - Ground Floor	Corridor / stairs - 09	Smoke detector	Optical	1		Grade A	Priority 4	20	10	
G.E.53	Fire	00 - Ground Floor	Corridor / stairs - 09	Manual call point	Break glass	1		Grade A	Priority 4	20	10	
G.E.58	Fire	00 - Ground Floor	Room 24	Smoke detector	Optical	2		Grade A	Priority 4	20	10	
G.E.59	Fire	00 - Ground Floor	Room 24	Sounder beacon	Fire alarm	1		Grade A	Priority 4	20	10	
G.E.60	Fire	00 - Ground Floor	Room 24	Manual call point	Break glass	1		Grade A	Priority 4	20	10	
G.E.61	Fire	00 - Ground Floor	Room 24	Fire alarm		1		Grade A	Priority 4	20	10	
G.E.73	Fire	00 - Ground Floor	Room 20	Manual call point	Break glass	1		Grade A	Priority 4	20	10	
G.E.79	Fire	00 - Ground Floor	Room 19	Manual call point	Break glass	1		Grade A	Priority 4	20	10	
G.E.85	Fire	00 - Ground Floor	Room 17	Sounder beacon	Fire alarm	1		Grade A	Priority 4	20	10	
G.E.91	Fire	00 - Ground Floor	Room 16	Manual call point	Break glass	1		Grade A	Priority 4	20	10	
G.E.94	Fire	00 - Ground Floor	Room 14	Optical smoke detector	Optical	3		Grade A	Priority 4	20	10	
G.E.98	Fire	00 - Ground Floor	Room 13	Optical smoke detector	Optical	2		Grade A	Priority 4	20	10	
G.E.99	Fire	00 - Ground Floor	Room 13	Sounder beacons	Fire alarm	2		Grade A	Priority 4	20	10	
G.E.12	M	00 - Ground Floor	Lobby - 02	AC controller	Serves the Fitness suite		Mitsubishi	Grade B	Priority 4	20	5	
G.M.31	M	00 - Ground Floor	Plant Room - Room 12	Motorised valves / activators	Serving primary hot water system	2	Siemens	Grade B	Priority 3	15	1 to 3	The operation of these valves should be checked.
G.M.32	M	00 - Ground Floor	Plant Room - Room 12	Gate valves	Gate	8	Hattersley	Grade B	Priority 3	30	5	Valves showing signs of age and corrosion from seals. The operation of the valves should be tested.
G.M.33	M	00 - Ground Floor	Plant Room - Room 12	Trend temp sensors	~	4	Trend	Grade B	Priority 4	8 to 15	<5	Various located around the building, we would deem that these are coming to the end of the economical life.
G.M.34	M	00 - Ground Floor	Plant Room - Room 12	TRV thermostats	~	2		Grade B	Priority 4	15	<5	~
G.M.38	M	00 - Ground Floor	Plant Room - Room 12	PN16 motorised valve activator	~	1		Grade B	Priority 3	10 to 15	2 to 5	~
G.M.39	M	00 - Ground Floor	Plant Room - Room 12	Valve set to pumps gate valves	Gate	10	Unknown	Grade B	Priority 3	30	<5	Valves showing signs of age and corrosion from seals. The operation of the valves should be tested.
G.M.40	M	00 - Ground Floor	Plant Room - Room 12	Valve set to pumps non return / strainer / regulating valves	~	4	Unknown	Grade B	Priority 3	30	<5	~
G.M.44	M	00 - Ground Floor	Plant Room - Room 12	15mm isolating gate valves No. 15	Gate	2	Unknown	Grade B	Priority 3	30	<5	~
G.M.45	M	00 - Ground Floor	Plant Room - Room 12	Temperature sensor to heating flow adjacent pump set	~	1		Grade B	Priority 3	8 to 15	<3	We would deem this is coming to the end of its practical life.

Asset Ref	M or E	Level	Location	Equipment / Plant Ref:	Type	Qty	Manufacturer	Condition Grading	Priority Grading	Economic Life (Yrs)	Predicted Future Life (Yrs)	Comments
G.M.46	M	00 - Ground Floor	Plant Room - Room 12	Pressure relief valves to calorifiers	~	2	Unknown	Grade B	Priority 3	15	2 to 4	Operation of these should be checked.
G.M.47	M	00 - Ground Floor	Plant Room - Room 12	Temperature gauges to calorifiers	100mm diameter gauge	2	Unknown	Grade C	Priority 2	15 to 20	1	We deem these to be faulty as one read 40°C and one read 70°C. The calorifier should be controlled at around 60°C
G.M.10	PF	00 - Ground Floor	Plant Room - Room 12	Isolating valve	Gate / butterfly	5	Hattersley	Grade C	Priority 3	20	3 to 5	-
G.M.13	PF	00 - Ground Floor	Plant Room - Room 12	Strainer pot filters	To both main and teaching pool	2	Unknown	Grade B	Priority 2	20	5	The strainer pots are showing signs of corrosion
G.M.14	PF	00 - Ground Floor	Plant Room - Room 12	Gate Valves	To both main and teaching pool	2	Hattersley	Grade C	Priority 3	20	5	Showing signs of corrosions, suggest operation of these is checked.
G.M.16	PF	00 - Ground Floor	Plant Room - Room 12	Main pool drain valve	Gate	2	Hattersley 200	Grade B	Priority 4	20	2 to 5	-
G.M.17	PF	00 - Ground Floor	Plant Room - Room 12	Lever type valves		4		Grade B	Priority 4	20	2 to 5	The valves are all in different stages of deterioration. Some show more signs of corrosion at flanges.
G.M.21	PF	00 - Ground Floor	Plant Room - Room 12	Ball valve set to foot bath circulation system		5		Grade B	Priority 4	20	2 to 5	
G.M.25	PF	00 - Ground Floor	Plant Room - Room 12	Isolating switches		2		Grade B	Priority 4	20	2 to 5	
G.M.27	PF	00 - Ground Floor	Plant Room - Room 12	Ball valves 22 to shower / eye wash unit	Lever	3	~	Grade B	Priority 4	20	5	
G.M.28	PF	00 - Ground Floor	Plant Room - Room 12	Bib tap 22	Local to the Pool circulation pups	1	Not available from site survey	Grade B	Priority 4	30	5	
G.M.29	PF	00 - Ground Floor	Plant Room - Room 12	Motorised solenoid valve to small pool		1	Not available from site survey	Grade B	Priority 3	10 to 15	1 to 3	
G.M.4	PF	00 - Ground Floor	Plant Room - Room 12	Flange valves	Butterfly	8	Hattersley	Grade C	Priority 3	20	1 to 3	Showing signs of corrosion throughout installation
G.M.5	PF	00 - Ground Floor	Plant Room - Room 12	Drain off valves set tanks A & B	Sand filter vessel drain down points	2	Hattersley	Grade B	Priority 4	20	5	
G.M.9	PF	00 - Ground Floor	Plant Room - Room 12	Flange valve set to heat exchange unity	Butterfly	10	Hattersley	Grade B	Priority 3	20 to 30	5	
1.E.1	E	01 - First Floor	Lobby / stairwell - 25	Downlighters		6		Grade B	Priority 3	5-10	10	
1.E.10	E	01 - First Floor	Corridor - 26	Light switch	Pull cord	1		Grade B	Priority 3	10	5	
1.E.11	E	01 - First Floor	Corridor - 26	Call point	Lift	1		Grade B	Priority 3	20	10	
1.E.12	E	01 - First Floor	Changing room - 27	Room stat	Trend	1		Grade B	Priority 3	10	5	
1.E.13	E	01 - First Floor	Changing room - 27	Fluorescent strips	3 fluorescent tubes	2		Grade B	Priority 3	10-15	10	
1.E.14	E	01 - First Floor	Changing room - 27	Fused spur	Switched	1		Grade B	Priority 3	10-15	10	
1.E.17	E	01 - First Floor	Changing room - 27	Light switch	Pull cord	1		Grade B	Priority 3	10	5	
1.E.18	E	01 - First Floor	Disabled toilet / shower - 28	Light switch	Pull cord	1		Grade B	Priority 3	10	5	
1.E.19	E	01 - First Floor	Disabled toilet / shower - 28	Call point - distress	Pull cord	1		Grade B	Priority 3	10	5	
1.E.2	E	01 - First Floor	Lobby / stairwell - 25	Emergency lights	Non maintained	3		Grade B	Priority 3	20	10	

Asset Ref	M or E	Level	Location	Equipment / Plant Ref:	Type	Qty	Manufacturer	Condition Grading	Priority Grading	Economic Life (Yrs)	Predicted Future Life (Yrs)	Comments
1.E.20	E	01 - First Floor	Disabled toilet / shower - 28	Strip light E	Maintained	1		Grade B	Priority 3	20	5-10	
1.E.23	E	01 - First Floor	First aid room - 31	Fluorescent strips	3 x fluorescent tubes	2		Grade B	Priority 3	10-15	5-10	
1.E.25	E	01 - First Floor	First aid room - 31	Light switch	Pull cord	1		Grade B	Priority 3	10	5	
1.E.27	E	01 - First Floor	Public gallery - 50	Fluorescent strip lights	3 x fluorescent tubes	3		Grade B	Priority 3	10-15	5-10	
1.E.28	E	01 - First Floor	Public gallery - 50	Emergency lights	Spot light (double)	3		Grade B	Priority 3	20	5-10	
1.E.29	E	01 - First Floor	Public gallery - 50	Emergency lights	Bulkhead	2		Grade B	Priority 3	10-15	5-10	
1.E.32	E	01 - First Floor	Public gallery - 50	Single light switch	Water proof	1		Grade B	Priority 3	10	5	
1.E.33	E	01 - First Floor	Public gallery - 50	Room stat		1		Grade B	Priority 3	10	5	
1.E.35	E	01 - First Floor	Public gallery - 50	Double sockets	RCD Twin Socket	2		Grade B	Priority 3	15	5-10	
1.E.36	E	01 - First Floor	Area around pool - 49	Fire exit sign	Illuminated	1		Grade B	Priority 3	20	15	
1.E.37	E	01 - First Floor	Area around pool - 49	Fluorescent strip lights	4 x fluorescent tubes double	10		Grade B	Priority 3	10-15	5-10	
1.E.38	E	01 - First Floor	Area around pool - 49	Downlighters	High intensity	8		Grade B	Priority 3	20	5-10	
1.E.39	E	01 - First Floor	Area around pool - 49	Emergency lights	Double spots	6		Grade B	Priority 3	20	15	
1.E.41	E	01 - First Floor	Swimming pool - 48	Fluorescent strip lights	5 fluorescent tubes double	24		Grade B	Priority 3	10-15	5-10	
1.E.42	E	01 - First Floor	Swimming pool - 48	Fluorescent strip lights	4 fluorescent tubes double	4		Grade B	Priority 3	10-15	5-10	
1.E.43	E	01 - First Floor	Swimming pool - 48	Fluorescent strip lights	3 fluorescent tubes double	4		Grade B	Priority 3	10-15	5-10	
1.E.44	E	01 - First Floor	Main Pool Area Room 33	Downlighters	IP65 downlights	12		Grade B	Priority 3	10-15	5-10	
1.E.45	E	01 - First Floor	Main Pool Area Room 33	Emergency lighting	Non maintained	3		Grade B	Priority 3	20	15	
1.E.46	E	01 - First Floor	Main Pool Area Room 33	Illuminated fire exit sign	Non maintained	2		Grade B	Priority 3	20	15	
1.E.49	E	01 - First Floor	Room 38	Downlighters	IP65 downlights	12		Grade B	Priority 3	10-15	5-10	
1.E.50	E	01 - First Floor	Room 38	Ceiling light		1		Grade B	Priority 3	10-15	5-10	
1.E.51	E	01 - First Floor	Room 38	Emergency lighting	Non maintained	1		Grade B	Priority 3	20	15	
1.E.52	E	01 - First Floor	Room 38	PA system speaker		1		Grade B	Priority 3	15	5	Corrosion due to chlorine on PA Speakers in changing areas
1.E.53	E	01 - First Floor	Room 39	Downlighters	IP65 downlights	7		Grade B	Priority 3	10-15	5-10	
1.E.54	E	01 - First Floor	Room 39	Emergency lighting	Non maintained	2		Grade B	Priority 3	20	15	

Asset Ref	M or E	Level	Location	Equipment / Plant Ref:	Type	Qty	Manufacturer	Condition Grading	Priority Grading	Economic Life (Yrs)	Predicted Future Life (Yrs)	Comments
1.E.55	E	01 - First Floor	Room 40	Downlighters		6		Grade B	Priority 3	10-15	5-10	
1.E.56	E	01 - First Floor	Room 40	Emergency lighting	Non maintained	2		Grade B	Priority 3	20	15	
1.E.58	E	01 - First Floor	Room 44	Ceiling lights		24		Grade B	Priority 3	10-15	5-10	2x Fluorescent strip lights out on far side of pool
1.E.59	E	01 - First Floor	Room 44	PA system speaker		1		Grade B	Priority 3	15	5	Corrosion due to chlorine on PA Speakers in changing areas
1.E.6	E	01 - First Floor	Corridor - 26	Fluorescent strips	3 fluorescent tubes	3		Grade B	Priority 3	10-15	5-10	
1.E.60	E	01 - First Floor	Room 45	Downlighters		1		Grade B	Priority 3	10-15	5-10	
1.E.61	E	01 - First Floor	Room 45	Light switch	Pull cord	1		Grade B	Priority 3	10	5	
1.E.64	E	01 - First Floor	Room 43	Emergency lighting	Non maintained	2		Grade B	Priority 3	20	15	
1.E.65	E	01 - First Floor	Room 47	Single light switch		1		Grade B	Priority 3	10	5	
1.E.66	E	01 - First Floor	Room 47	Bulkhead lights		2		Grade B	Priority 3	10-15	5-10	
1.E.67	E	01 - First Floor	Room 37	Single light switch		1		Grade B	Priority 3	10	5	
1.E.68	E	01 - First Floor	Room 37	Luminaire emergency lighting	Non maintained	3		Grade B	Priority 3	20	15	
1.E.69	E	01 - First Floor	Room 37	Downlighters		6		Grade B	Priority 3	10-15	5-10	
1.E.7	E	01 - First Floor	Corridor - 26	Emergency light	Non maintained	1		Grade B	Priority 3	20	15	
1.E.71	E	01 - First Floor	Room 37	PA system speaker		1		Grade B	Priority 3	15	5	Corrosion due to chlorine on PA Speakers in changing areas
1.E.72	E	01 - First Floor	Room 34	Luminaire emergency lighting	Non maintained	2		Grade B	Priority 3	20	15	
1.E.73	E	01 - First Floor	Room 34	Illuminated exit sign		1		Grade B	Priority 3	20	15	
1.E.74	E	01 - First Floor	Room 34	Downlighters		9		Grade B	Priority 3	10-15	10	
1.E.76	E	01 - First Floor	Room 34	PA system speaker		1		Grade B	Priority 3	15	5	Corrosion due to chlorine on PA Speakers in changing areas
1.E.77	E	01 - First Floor	Room 42	Downlight switch		1		Grade B	Priority 3	10	5	
1.E.78	E	01 - First Floor	Room 42	4-way emergency light switch		1		Grade B	Priority 3	10	5-10	
1.E.80	E	01 - First Floor	Room 42	Fuse spur		2	MK	Grade B	Priority 3	10-15	10	
1.E.81	E	01 - First Floor	Room 36	Luminaire emergency lighting	Non maintained	1		Grade B	Priority 3	20	15	
1.E.83	E	01 - First Floor	Room 35	Single light switch		1		Grade B	Priority 3	10	5	
1.E.84	E	01 - First Floor	Room 35	Downlighters		2		Grade B	Priority 3	10-15	10	
1.E.22	Fire	01 - First Floor	First aid room - 31	AFD smoke	Optical	1		Grade A	Priority 4	20	10-15	
1.E.26	Fire	01 - First Floor	First aid room - 31	Sounder beacon	Fire alarm	1		Grade B	Priority 4	20	10-15	Fault on Fire Alarm Panel with sounder beacon in First Aid Room. Fire Alarm Engineer has recommended battery replacement
1.E.3	Fire	01 - First Floor	Lobby / stairwell - 25	Fire alarm call points	Break glass	1		Grade A	Priority 4	20	10-15	
1.E.30	Fire	01 - First Floor	Public gallery - 50	Call point	Fire alarm	1		Grade A	Priority 4	20	10-15	

Asset Ref	M or E	Level	Location	Equipment / Plant Ref:	Type	Qty	Manufacturer	Condition Grading	Priority Grading	Economic Life (Yrs)	Predicted Future Life (Yrs)	Comments
1.E.31	Fire	01 - First Floor	Public gallery - 50	Sounder beacon	Fire alarm	1		Grade A	Priority 4	20	10-15	
1.E.4	Fire	01 - First Floor	Lobby / stairwell - 25	Sounder beacon	Fire alarm	1		Grade A	Priority 4	20	10-15	
1.E.40	Fire	01 - First Floor	Area around pool - 49	Sounder beacons	Fire alarm	3		Grade A	Priority 4	20	10-15	
1.E.47	Fire	01 - First Floor	Main Pool Area Room 33	Fire alarm call points	Break glass	1		Grade A	Priority 4	20	10-15	
1.E.48	Fire	01 - First Floor	Main Pool Area Room 33	Fire alarm sounder beacon	Fire alarm	2		Grade A	Priority 4	20	10-15	
1.E.5	Fire	01 - First Floor	Lobby / stairwell - 25	AFD smoke	Optical	1		Grade A	Priority 4	20	10-15	
1.E.57	Fire	01 - First Floor	Room 40	Fire alarm sounder beacon	Fire alarm	1		Grade A	Priority 4	20	10-15	
1.E.62	Fire	01 - First Floor	Room 43	Fire alarm call point	Break glass	1		Grade A	Priority 4	20	10-15	
1.E.63	Fire	01 - First Floor	Room 43	Fire alarm sounder beacon		1		Grade A	Priority 4	20	10-15	
1.E.70	Fire	01 - First Floor	Room 37	Sounder beacon	Fire alarm	1		Grade A	Priority 4	20	10-15	
1.E.75	Fire	01 - First Floor	Room 34	Sounder beacon	Fire alarm	1		Grade A	Priority 4	20	10-15	
1.E.8	Fire	01 - First Floor	Corridor - 26	AFD smoke	Optical	1		Grade A	Priority 4	20	10-15	
1.E.82	Fire	01 - First Floor	Room 36	Manual call points	Fire alarm	1		Grade A	Priority 4	20	10-15	
1.E.9	Fire	01 - First Floor	Corridor - 26	Sounder beacon	Fire alarm	1		Grade A	Priority 4	20	10-15	
1.M.1	M	01 - First Floor	Changing room - 27	Air supply and extract grilles	-	2	Not available from site survey	Grade C	Priority 2	25	1 to 3	The grilles are in need of cleaning and also re-fixing. Central core from one of the grilles is loose.
1.M.10a	M	01 - First Floor	Swimming pool - 48	Air supply grilles	Supply grilles in side wall of ductwork. Double deflection type	20	Not available from site survey	Grade B	Priority 4	25	5 to 8	The grilles are in good condition with no immediate signs of corrosion or damage.
1.M.10b	M	01 - First Floor	Swimming pool - 48	Air extract grilles	Extract grilles horizontal in ceiling	3	Not available from site survey	Grade B	Priority 4	25	5 to 8	The grilles are in good condition with no immediate signs of corrosion or damage.
1.M.11	M	01 - First Floor	Room 38	Air extract grille	Extract	1	Not available from site survey	Grade B	Priority 4	25	5 to 8	Air movement through grille is limited/non existant. Internal cleaning of ductwork and grilles to improve system efficiency required.
1.M.18	M	01 - First Floor	Room 44	Air extract grilles	Extract	15	Not available from site survey	Grade B	Priority 4	25	5 to 8	Air movement through grille is limited/non existant. Internal cleaning of ductwork and grilles to improve system efficiency required.
1.M.19	M	01 - First Floor	Room 45	Air extract grille	Extract	1	Not available from site survey	Grade B	Priority 4	25	5 to 8	Air movement through grille is limited/non existant. Internal cleaning of ductwork and grilles to improve system efficiency required.
1.M.23	M	01 - First Floor	Room 37	Extract grille	Extract	1	Not available from site survey	Grade B	Priority 4	25	5 to 8	Air movement through grille is limited/non existant. Internal cleaning of ductwork and grilles to improve system efficiency required.
1.M.6	M	01 - First Floor	Disabled toilet / shower - 28	Air extract grille	Extract	1	Not available from site survey	Grade B	Priority 4	25	5 to 8	Air movement through grille is limited/non existant. Internal cleaning of ductwork and grilles to improve system efficiency required.
1.M.7	M	01 - First Floor	First aid room - 31	Radiator	Cast	1	Not available from site survey	Grade B	Priority 4	25	5 to 8	-
1.M.8	M	01 - First Floor	First aid room - 31	Air extract grille	Extract	1	Not available from site survey	Grade B	Priority 4	25	5 to 8	Air movement through grille is limited/non existant. Internal cleaning of ductwork and grilles to improve system efficiency required.

Asset Ref	M or E	Level	Location	Equipment / Plant Ref:	Type	Qty	Manufacturer	Condition Grading	Priority Grading	Economic Life (Yrs)	Predicted Future Life (Yrs)	Comments
1.M.4	Sani	01 - First Floor	Disabled toilet / shower - 28	Mixer tap	~	1						
2.E.1	E	02 - Second Floor	Room 53	Single light switch x 1	Metal clad		MK	Grade B	Priority 3	10	5	
2.E.12	E	02 - Second Floor	Changing Room Plant Room 52	Fluorescent tube double lights x 4				Grade B	Priority 3	10-15	10	
2.E.2	E	02 - Second Floor	Room 53	Single socket outlet x 1	Metal clad		MK	Grade B	Priority 3	10-15	10	
2.E.6	E	02 - Second Floor	Changing Room Plant Room 52	Electrical AHU isolators x 2	20 amp		MEM	Grade B	Priority 3	20	10	
2.E.9	E	02 - Second Floor	Changing Room Plant Room 52	Electrical isolator x 1	100 amp		MEM	Grade B	Priority 3	20	10	
2.E.13	Fire	02 - Second Floor	Changing Room Plant Room 52	Manual call point x 1				Grade A	Priority 4	20	10-15	
2.M.13	M	02 - Second Floor	Changing Room Plant Room 52	Actuator motorised valve	~	1	Staefa	Grade B	Priority 3	15	2 to 4	Operation of valve unknown
2.M.4	M	02 - Second Floor	Room 53	Actuator motorise valves	~	1	Staefa	Grade B	Priority 3	15	2 to 4	Operation of valve unknown
2.M.5	M	02 - Second Floor	Room 53	Isolation / control valves	Gate	16	Hattersley	Grade C	Priority 3	30	5	Operation of valve unknown
3.E.1	E	03 - Third Floor	Lift Motor Room - Room 55	External bulkhead emergency lights x 2	External 8 watt bulkhead			Grade B	Priority 3	20	15	
3.E.10	E	03 - Third Floor	Lift Motor Room - Room 55	Lift shaft light switch x 1	Metal clad							Requires lift engineers inspection
3.E.11	E	03 - Third Floor	Lift Motor Room - Room 55	Fused spur to lift car light x 1	Metal clad		MK					Requires lift engineers inspection
3.E.13	E	03 - Third Floor	Lift Motor Room - Room 55	Isolation switch x 1	63 amp		MEM TPN	Grade B	Priority 3	10-15	10	
3.E.17	E	03 - Third Floor	Room 54	Single light switch x 1	Metal clad			Grade B	Priority 3	10	5	
3.E.19	E	03 - Third Floor	Room 54	Fluorescent tube double lights x 3	1500mm			Grade B	Priority 3	10-15	10	
3.E.20	E	03 - Third Floor	Room 54	Double socket outlet x 1	Metal clad		MK	Grade B	Priority 3	10-15	10	
3.E.21	E	03 - Third Floor	Room 54	Motorised activation valve x 2			Staefa Control Systems					
3.E.23	E	03 - Third Floor	Room 54	MEM isolator x 1	20 amp		MEM	Grade B	Priority 3	10-15	10	
3.E.4	E	03 - Third Floor	Lift Motor Room - Room 55	Light switch x 1	Metal clad			Grade B	Priority 3	10	5	
3.E.5	E	03 - Third Floor	Lift Motor Room - Room 55	Emergency light key switch x 1	Metal clad			Grade B	Priority 3	10	5	
3.E.7	E	03 - Third Floor	Lift Motor Room - Room 55	Fluorescent tube double light x 1	1500mm			Grade B	Priority 3	10-15	10	
3.E.8	E	03 - Third Floor	Lift Motor Room - Room 55	Double socket outlet x 1	Metal clad		MK	Grade B	Priority 3	10-15	10	
3.E.9	E	03 - Third Floor	Lift Motor Room - Room 55	Fused spur x 1	Metal clad		MK	Grade B	Priority 3	10-15	10	
3.E.2	M	03 - Third Floor	Lift Motor Room - Room 55	BMS sensor	External wall mounted	1	Trend	Grade B	Priority 4	8 to 15	5	Purpose of stat not confirmed - assume it is external temperature stat.
4.E.1	E	04 - Fourth Floor	Adjacent to AHU	IP rated bulkhead lights x 3	Circular 100w			Grade B	Priority 3	10-15	5	

Asset Ref	M or E	Level	Location	Equipment / Plant Ref:	Type	Qty	Manufacturer	Condition Grading	Priority Grading	Economic Life (Yrs)	Predicted Future Life (Yrs)	Comments
4.E.2	E	04 - Fourth Floor		IP rated bulkhead light x 1	40w			Grade B	Priority 3	10-15	5	
4.E.3	E	04 - Fourth Floor	Boiler room - 56	Light switch x 1	Metal clad			Grade B	Priority 3	10	5	
4.E.5	E	04 - Fourth Floor	Boiler room - 56	Fused spur outlets x 3			MK	Grade B	Priority 3	15	5-10	
4.E.6	E	04 - Fourth Floor	Boiler room - 56	RCD protected double socket x 1			MK	Grade B	Priority 3	15	5-10	
4.E.7	E	04 - Fourth Floor	Boiler room - 56	Fluorescent tube single lights x 4				Grade B	Priority 3	10-15	10	
4.E.8	E	04 - Fourth Floor	Boiler room - 56	Fluorescent tube double lights x 4				Grade B	Priority 3	10-15	10	
4.M.16	E	04 - Fourth Floor	Boiler room - 56	MTHW pump isolators x 2	20 A TPN		MEM	Grade B	Priority 4	15	5	Minor corrosion to the casing.
4.M.19	E	04 - Fourth Floor	Boiler room - 56	Rotary isolator switch x 1			Bell	Grade B	Priority 3	20	10	
4.M.8	M	04 - Fourth Floor	Boiler room - 56	Temperature gauges	Mounted on boiler pipework	2	Not available from site survey	Grade C	Priority 2	15 to 20	1	Suggest the temperature gauges are replaced due to age and deterioration
4.M.9	M	04 - Fourth Floor	Boiler room - 56	Pressure guages	To pump sets and pressurisation unit	6	Not available from site survey	Grade C	Priority 2	15 to 20	1	Suggest the gauges are replaced due to age and deterioration
6.E.1	E	06 - Sixth Floor	Cold Water Tank Room	Single light switch x 1	Metal clad		MK	Grade B	Priority 3	10	5	
6.E.2	E	06 - Sixth Floor	Cold Water Tank Room	Double fluorescent tube lights x 5	1200mm length			Grade B	Priority 3	10-15	10	
6.E.3	E	06 - Sixth Floor	Cold Water Tank Room	Double socket x 1	Metal clad		MK	Grade B	Priority 3	15	10	
6.E.4	E	06 - Sixth Floor	Cold Water Tank Room	Fused spur outlet x 1	Metal clad		MK	Grade B	Priority 3	15	10	
6.M.10	M	06 - Sixth Floor	Cold Water Tank Room	Isolation valves	Stopcock / Gate Valves	5	Hattersley	Grade C	Priority 3	20 to 25	3 to 5	Operation of the valve to be checked.
6.M.2	M	06 - Sixth Floor	Cold Water Tank Room	Cold water services tank water level float valves	Ball	3	Not available from site survey	Grade B	Priority 3	15 to 20	5	To be checked annually during 'Water Hygiene Risk Assessment'
6.M.4	M	06 - Sixth Floor	Cold Water Tank Room	Cold water services incoming supply meter	32 diameter	1	Not available from site survey	Grade B	Priority 4	20	5	No comment
6.M.6	M	06 - Sixth Floor	Cold Water Tank Room	Cold tank service isolating valves	Gate Valve	8	Not available from site survey	Grade B	Priority 4	15 to 20	5	To be checked annually during 'Water Hygiene Risk Assessment'
6.M.8	M	06 - Sixth Floor	Cold Water Tank Room	Frost thermostat wall mounted	Frost stat linked to tubular heaters	1	Satchwell	Grade B	Priority 3	15	1 to 3	This should be serviced and checked for operation
8.E.1	E	08 - Eighth Floor	Plant room	Fluorescent tube single light x 1				Grade B	Priority 3	10-15	10	
8.E.2	E	08 - Eighth Floor	Plant room	Single switch x 1	Metal clad		MK	Grade B	Priority 3	10	5	
G.E.122	Fire	00 - Ground Floor	Plant Room	Smoke detector x 15	AFD			Grade A	Priority 4	20	10-15	
G.E.125	Fire	00 - Ground Floor	Plant Room	Sounder x 3	Strobe			Grade A	Priority 4	20	10-15	
G.E.129	Fire	00 - Ground Floor	Plant Room	Bell sounder x 1				Grade A	Priority 4	20	10-15	
G.E.15	Fire	00 - Ground Floor	Lobby - 02	Smoke detector x 1	Optical			Grade A	Priority 4	20	10-15	

Asset Ref	M or E	Level	Location	Equipment / Plant Ref:	Type	Qty	Manufacturer	Condition Grading	Priority Grading	Economic Life (Yrs)	Predicted Future Life (Yrs)	Comments
2.E.14	Fire	02 - Second Floor	Changing Room Plant Room 52	Smoke detector x 1				Grade A	Priority 4	20	10-15	
2.E.3	Fire	02 - Second Floor	Room 53	Manual call point x 1				Grade A	Priority 4	20	10-15	
2.E.4	Fire	02 - Second Floor	Room 53	Sounder beacon x 1				Grade A	Priority 4	20	10-15	
2.E.5	Fire	02 - Second Floor	Room 53	Smoke detectors x 2				Grade A	Priority 4	20	10-15	
3.E.18	Fire	03 - Third Floor	Room 54	Manual call point x 1				Grade A	Priority 4	20	10-15	
3.E.22	Fire	03 - Third Floor	Room 54	Smoke detector AFD x 1				Grade A	Priority 4	20	10-15	
3.E.3	Fire	03 - Third Floor	Lift Motor Room - Room 55	Manual call point x 1				Grade A	Priority 4	20	10-15	
3.E.6	Fire	03 - Third Floor	Lift Motor Room - Room 55	Smoke detector AFD x 1				Grade A	Priority 4	20	10-15	
4.E.4	Fire	04 - Fourth Floor	Boiler room - 56	Manual call point x 1				Grade A	Priority 4	20	10-15	
4.E.9	Fire	04 - Fourth Floor	Boiler room - 56	Heat / smoke detectors AFD x 5				Grade A	Priority 4	20	10-15	

Equality Analysis Form

1. Introduction

1.1 Purpose of Equality Analysis

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

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

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

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

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

2. Proposed change

Directorate	PLACE
Title of proposed change	Closure of Purley Leisure Centre
Name of Officer carrying out Equality Analysis	Robert Hunt/ David White

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

Purley Leisure Centre is proposed for closure, built in 1982 it is an aging leisure facility where repairs and maintenance costs escalate year on year because the infrastructure has reached the end of its serviceable life. Prior to March 2020 Purley Leisure Centre was operating at a cost of £120k-£180k per year loss to the leisure partnership. Due to the economic downturn the Council are no longer in a position where Purley Leisure Centre can be subsidised by other facilities in the partnership.

Greenwich Leisure Limited (GLL) have experienced some short term financial challenges due to prolonged periods of closure and reduced capacity at their leisure facilities. This has resulted in GLL's London Borough partners providing financial support to cover unavoidable costs during this period. Croydon has provided GLL with a £279,000 interest free loan.

Purley Leisure Centre has remained closed since March 2020. The centre has remained closed for health and safety reasons and because much of the original infrastructure has reached the end of its serviceable life. The ventilation system is awaiting repair at an estimated cost of £200,000. A full refurbishment of the mechanical and electrical plant equipment is expected to cost £2,000,000, with a further £1,000,000 to improve the building.

Permanent closure of Purley Leisure Centre appears to be the most viable option, with users being directed to nearby alternative leisure facility in New Addington and Waddon. The Council will consider evidence from a range of sources, namely: Croydon Observatory data, GLL membership data, feedback from complaints, freedom of information requests and elected member enquiries.

There are other GLL operated leisure facilities and activities at Waddon (1.9 miles) and New Addington (5.7 miles) in the south of the borough. We acknowledge that the leisure centre has been in the local community for decades and are very much established and valued in their local communities, especially by older residents and those accessing swimming activities. During the early stages of the Covid-19 pandemic when leisure centres were allowed to re-open work was undertaken to relocate the Purley Leisure Centre Health & Fitness members and Swim School pupils, with a high number moving their memberships to either Waddon or New Addington.

3. Impact of the proposed change

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

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

3.1 Deciding whether the potential impact is positive or negative

For each protected characteristic group show whether the impact of the proposed change on service users and/or staff is positive or negative by briefly outlining the nature of the impact in the appropriate column. . If it is decided that analysis is not relevant to some groups, this should be recorded and explained. In all circumstances you should list the source of the evidence used to make this judgement where possible.

Protected characteristic group(s)	Positive impact	Negative impact	Source of evidence																				
Age	<p>Health & Fitness members and Swim School pupils at Purley Leisure Centre have already been offered to transfer memberships to another Better Leisure Centre (Waddon or New Addington Leisure Centre's are most local).</p> <p>Waddon and New</p>	<p>Purley Leisure Centre is the boroughs southernmost public leisure centre. Whilst the facility is located in the community council area of Purley & Woodcote it should be acknowledged that it provides the primary public leisure facility for many residents living across the boroughs eleven community council wards located south of Croydon town centre.</p> <p>Croydon: Croydon residents 386,710 (ONS 2019):</p> <ul style="list-style-type: none"> • 22.2% (85,672) aged 0-15 • 64.1% (247,841) aged 16-64 • 13.8% (53,197) 65 and over <p>Table 1: Percentage breakdown of resident's age groups living in Coulsdon, Purley & Woodcote and Croydon as a whole.</p> <table border="1" data-bbox="548 1166 1733 1466"> <thead> <tr> <th data-bbox="548 1166 938 1337">Age Category</th> <th data-bbox="943 1166 1131 1337">% Coulsdon Residents</th> <th data-bbox="1135 1166 1301 1337">% Purley Residents</th> <th data-bbox="1305 1166 1471 1337">% Croydon Residents</th> <th data-bbox="1476 1166 1733 1337">Coulsdon/ Purley Avg. v Croydon Difference</th> </tr> </thead> <tbody> <tr> <td data-bbox="548 1340 938 1382">Persons age 0 - 4</td> <td data-bbox="943 1340 1131 1382">6.2</td> <td data-bbox="1135 1340 1301 1382">6.7</td> <td data-bbox="1305 1340 1471 1382">7.2</td> <td data-bbox="1476 1340 1733 1382">-0.75</td> </tr> <tr> <td data-bbox="548 1385 938 1426">Persons age 5 - 9</td> <td data-bbox="943 1385 1131 1426">6.5</td> <td data-bbox="1135 1385 1301 1426">5.5</td> <td data-bbox="1305 1385 1471 1426">7.1</td> <td data-bbox="1476 1385 1733 1426">- 1.1</td> </tr> <tr> <td data-bbox="548 1430 938 1466">Persons age 10 - 14</td> <td data-bbox="943 1430 1131 1466">6.1</td> <td data-bbox="1135 1430 1301 1466">6.2</td> <td data-bbox="1305 1430 1471 1466">6.7</td> <td data-bbox="1476 1430 1733 1466">-0.55</td> </tr> </tbody> </table>	Age Category	% Coulsdon Residents	% Purley Residents	% Croydon Residents	Coulsdon/ Purley Avg. v Croydon Difference	Persons age 0 - 4	6.2	6.7	7.2	-0.75	Persons age 5 - 9	6.5	5.5	7.1	- 1.1	Persons age 10 - 14	6.1	6.2	6.7	-0.55	<p>GLL Active Users Report July 2021 covering period 2019-2020</p> <p>Croydon Observatory data.</p>
Age Category	% Coulsdon Residents	% Purley Residents	% Croydon Residents	Coulsdon/ Purley Avg. v Croydon Difference																			
Persons age 0 - 4	6.2	6.7	7.2	-0.75																			
Persons age 5 - 9	6.5	5.5	7.1	- 1.1																			
Persons age 10 - 14	6.1	6.2	6.7	-0.55																			

Addington are more modern and accessible facilities for families and older residents.

Savings made on closure will enable the partnership to generate an operating surplus. 20% of that surplus is re-invested into improving and maintaining Croydon's Leisure offer for all residents.

Persons age 15 - 19	5.2	5.4	5.7	-0.4
Persons age 20 - 24	4.1	4.6	5.1	-0.75
Persons age 25 - 29	3.9	6	6.5	-1.55
Persons age 30 - 34	4.6	7.3	7.7	-1.75
Persons age 35 - 39	6.4	7.2	7.7	-0.9
Persons age 40 - 44	6.5	6.5	7.2	- 0.7
Persons age 45 - 49	5.9	6.9	6.7	-0.3
Persons age 50 - 54	7.7	6.8	7.1	0.15
Persons age 55 - 59	8.3	7	6.6	1.05
Persons age 60 - 64	6.2	5.8	5.1	0.9
Persons age 65 - 69	5.9	4.7	4	1.3
Persons age 70 - 74	6.2	4.7	3.5	1.95
Persons age 75 - 79	4.3	2.9	2.5	1.1
Persons age 80 - 84	2.7	2.6	1.9	0.75
Persons age 85 and over	3.4	3.1	1.9	1.35

Purley & Woodcote ward has an overall population of 15,831 residents of which there is an above the Croydon average of residents aged 40 years and over. The percentage of over 50's increases against the Croydon average further south into the borough in Council wards such as Coulsdon.

Purley Leisure Centre usage: During the period April 2019 to March 2020 there were 748 registered memberships and 3,003 pay & play users. This amounted to 135,640 unique visits, 6,261 activities, 73,965 gym visits and 93,453 swim users.

Table 2: Breakdown age groups using Purley Leisure Centre

Note: Limitations in the data. Number of users that indicated their age upon registration. Figures do not represent where users reside.

Age Range	Croydon Population	% Croydon Population		Purley LC Users	% Purley LC Users	Purley LC Members as % Croydon Population
0-9	54952	14.00%		742	19.78%	0.22%

10-19	47985	12.06%		611	16.29%	0.18%
20-29	44820	11.04%		266	7.09%	0.08%
30-39	59423	15.03%		311	8.29%	0.09%
40-49	53552	13.09%		293	7.81%	0.09%
50-60	53052	13.70%		353	9.41%	0.11%
60-69	35305	9.04%		686	18.29%	0.21%
70-79	22819	6.00%		390	10.40%	0.12%
80+	14802	3.08%		99	2.64%	0.03%
Totals:	333158			3751		1.13%

The age demographics of Purley and Coulsdon's population is also reflected in centre users. 38.5% of centre users are adults aged 50 years and over, with the majority of the users being over 60 years old. Further support to this figure is highlighted in table 3.

Table 3: The number of older adults accessing free swimming programmes.

Centre	2018 - Over 60's Free Swimming	2018 - Under 16's Free Swimming	2019 - Over 60's Free Swimming	2019 - Under 16's Free Swimming
Purley	16,658	2,978	16,630	2,657
Waddon	7,891	2,814	7,971	3,002
New Addington	6,769	2,260	7,677	2,398
Thornton Heath	4,980	4,282	6,413	4,451
South Norwood	4,756	3,056	5,059	3,199

There is evidence to suggest that user groups have migrated their memberships to other leisure facilities. Furthermore efforts have been made to accommodate services provided at Purley Leisure Centre at other facilities. Given the high proportion of older adults and juniors using the facility it is highly probable that these user groups will be affected the most by permanent closure of Purley Leisure Centre.

To summarise, it is concluded that there would be a disproportionate impact on the following age groups if the proposed closure took place:

- Families with young children (time, logistics, cost)
- Seniors who might find it difficult to travel (cost, fear of crime, fear of injury)

Disability

Health & Fitness members and Swim School pupils at Purley Leisure Centre have already been offered to transfer memberships to another Better Leisure Centre (Waddon or New Addington Leisure Centre's are most local).

Waddon and New Addington are more modern and accessible facilities which have hosted a number disability and inclusive sport and physical activity sessions providing wider availability and choice of services.

Purley LC Database:

- Out of 3,751 Purley LC users, 176 have declared a disability (4.6% of users).

Table 4: Percentage breakdown of Purley Leisure Centre users by Long Term Health Condition (LTHC) or Disability classification.

LTHC/ Disability	% Breakdown of Purley LC Users with Declared Disability
LTHC	25.30%
Hearing	6.60%
Learning	42.90%
Multiple	6.50%
Physical	17.60%
Visual	1.10%
Not Specified	4.73%

Table 5: Breakdown of Purley Leisure Centre and Croydon residents whose day-to-day activities are limited by either a LTHC or Disability.

LTHC / Disability	Croydon Residents	% Croydon Residents		Purley LC	% Purley LC Users	Difference
Day-to-day activities limited	53,113	14.60%		176	4.60%	-10.00%
Day-to-day activities not limited	310,265	85.40%		3575	95.40%	+10.00%

Whilst this represents a lower than Croydon population average of users with a disability at Purley Leisure Centre these residents will be disproportionately affected by the closure of facility.

Active Users Report June 2020 covering users 2018-2020

Croydon Observatory -ONS 2019.

Elected Member Enquiries.

Savings made on closure will enable the partnership to generate an operating surplus. 20% of that surplus is re-invested into improving and maintaining Croydon's Leisure offer for all residents.

Table 6: Centre users registered as Disabled and/or Long Term Health Condition at other Croydon Leisure Centres.

Disability	Waddon LC	New Addington LC	South Norwood LC	Thornton Heath LC
Total Members	5301	3647	3576	3729
Total LTHC/ Disability	320	223	152	182
LTHC	23.10%	33.20%	36.80%	38.50%
Hearing	7.50%	6.30%	10.50%	4.90%
Learning	41.30%	22.40%	18.50%	28.60%
Multiple	7.50%	14.30%	3.90%	4.40%
Physical	17.20%	18.40%	24.40%	21.40%
Visual	3.40%	5.40%	5.90%	2.20%

Feedback from elected member enquiries and Save Purley Pool campaign have stated that closure would have a disproportionate impact on local residents with a disability because of the additional distance to required to travel to New Addington and Waddon Leisure Centres.

Whilst GLL have accommodated regular Purley Leisure Centre disability swimming group Enterprise into the Waddon Leisure Centre, it should be considered if there is sufficient disabled car parking bays available. Furthermore, additional distance for families travelling from the south of the borough should be considered.

Parking: All developments with associated car parking should have at least two parking bays for use by people with a disability. The appropriate number of bays will depend on the size and nature of the development and boroughs should take into account local issues and estimates of local demand in setting appropriate standards. At present Waddon Leisure Centre has four disabled parking bays out of 34 and New Addington Leisure Centre has two disabled parking bays out of 45.

There is no statutory requirement under the Equality Act 2010 to make provision for a certain number of disabled parking spaces either in a building in its construction or during the course of its subsequent use

This proposal may also impact on service users with invisible disabilities, such as mental health conditions who use the leisure centre to manage such conditions. Use of physical activity to manage mental health conditions is often advised by support organisations, this use may have increased since the Covid 19 restrictions.

		<p>It should also be noted that service users with disabilities are only eligible for a blue badge if they receive Disability Living Allowance or receive Personal Independence Payment and are unable to walk for more than 50 metres. Therefore service users who do not meet this criteria but have mobility issues will be affected by this proposal.</p> <p>In addition some disabled people are allocated Blue badges because of their inability to plan and follow journeys because it may cause psychological distress, such service users would also be affected by the proposals.</p>													
Gender	<p>Health & Fitness members and Swim School pupils at Purley Leisure Centre have already been offered to transfer memberships to another Better Leisure Centre (Waddon or New Addington Leisure Centre's are most local).</p> <p>The new leisure centres, such as Waddon and New Addington, offer a comprehensive range programmes and activities as well as</p>	<p>There were a higher number of females using Purley Leisure Centre than males. The percentage of female representation in user figures exceeds that of the Croydon average. Furthermore, there is a less than 50% female population in the eleven southernmost community council areas in Croydon.</p> <p>Table 7: The makeup of Croydon's population in comparison to Purley Leisure Centre.</p> <table border="1" data-bbox="548 576 1274 863"> <thead> <tr> <th>Gender</th> <th>% Breakdown of Croydon Residents</th> <th>Purley LC Users</th> <th>% Breakdown of Purley LC Users</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>51.5</td> <td>1,966</td> <td>52.40%</td> </tr> <tr> <td>Male</td> <td>48.5</td> <td>1,785</td> <td>47.60%</td> </tr> </tbody> </table> <p>GLL's safeguarding policy recognises that all children, young people and adults at risk have an equal right to protection and are committed to applying the standards laid out consistently, regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.</p> <p>When considered that steps have been taken to re-locate memberships and services to other leisure centres there has at no stage been any complaints raised about a disproportionate impact on male or female users.</p> <p>Though no complaints have been raised at this stage, it is possible that female service users may not wish to travel to other centres because of fear of crime, in particular female users who use the leisure centre in the evening.</p>	Gender	% Breakdown of Croydon Residents	Purley LC Users	% Breakdown of Purley LC Users	Female	51.5	1,966	52.40%	Male	48.5	1,785	47.60%	<p>Active Users Report June 2020 covering users 2018-2020</p> <p>Croydon Observatory -ONS 2019.</p>
Gender	% Breakdown of Croydon Residents	Purley LC Users	% Breakdown of Purley LC Users												
Female	51.5	1,966	52.40%												
Male	48.5	1,785	47.60%												

	having gender neutral changing facilities.		
Gender Reassignment	Mixed gender changing facilities at New Addington and Waddon leisure centres remove the risk of users having to binary gender identification	<p>GLL's safeguarding policy recognises that all children, young people and adults at risk have an equal right to protection and are committed to applying the standards laid out consistently, regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.</p> <p>Transgender and non-binary service users may not wish to travel to other leisure centres because of fear of hate crime.</p>	Review as part of Libraries Consultation
Marriage or Civil Partnership	None known	<p>GLL does not collect information regarding marriage and civil partnership because it is not required for the service and would exceed GDPR limits for collecting data.</p> <p>Consideration of the characteristic of marriage and civil partnerships need only be in respect of eliminating unlawful discrimination. In this regard, the proposed implementation plan would not in any way exclude individuals who are legally married or in a civil partnership. Therefore, this characteristic should not be disproportionately affected under any of the proposed proposals.</p>	
Religion or belief	None known	<p>GLL's safeguarding policy recognises that all children, young people and adults at risk have an equal right to protection and are committed to applying the standards laid out consistently, regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.</p> <p>Prior to March 2020 GLL has worked with organisations such as Ummah Sports that offer women only evenings. This provision has not been available at Purley Leisure Centre so there would be no direct impact to this service related to its closure.</p>	
Race		<p>The Croydon population continues to grow from long-term international migration and 17.1% of the population is made up of non-UK born residents according to ONS 2018 estimates. (Borough Profile)</p> <p>Just like other London boroughs, Croydon has a higher proportion of residents from the BAME communities compared to the national average. There was more diversity in the younger age group population in Croydon in 2011.</p> <p>Table 8: Breakdown of 3,751 registered users at Purley Leisure Centre by ethnicity.</p>	

Ethnicity	PLC Users	%		Croydon	%	Difference
Asian	390	10.40%		59,627	16.40%	-6.00%
Black	281	7.50%		73,256	20.20%	-12.7%
Mixed	323	8.60%		23,895	6.60%	+2%
Other	4	0.10%		6,405	1.80%	-1.7%
White	2,753	73.40%		200,195	55.10%	18.30%

There have been no concerns expressed that the closure of Purley Leisure Centre could worsen existing BAME deprivation in the communities it serves.

Table 9: Breakdown of ethnicity of registered users at other Croydon Leisure Centres.

Ethnicity	Waddon LC	New Addington LC	South Norwood LC	Thornton Heath LC
Total Members	5301	3647	3576	3729
Asian	15.80%	5.30%	6.80%	15.50%
Black	15.30%	18.40%	27.40%	37.70%
Mixed	6.40%	4.80%	6.40%	6.30%
Other	1.60%	1.00%	2.60%	3.60%
White	60.90%	70.40%	56.80%	36.90%

Sexual Orientation

None known

GLL does not collect information regarding sexual orientation because it is not required for the service and would exceed GDPR limits for collecting data. There is no clear evidence to suggest why this group would be disproportionately impacted by the closure of Purley Leisure Centre.

GLL's safeguarding policy recognises that all children, young people and adults at risk have an equal right to protection and are committed to applying the standards laid out consistently, regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.

Pregnancy or Maternity	<p>GLL have attempted to accommodate all regular Purley Leisure Centre users into Waddon Leisure Centre and New Addington Leisure Centres. These centres host GLL's 'Swimbies' programme (parent and baby swimming). A provision that was not available at Purley Leisure Centre. Waddon and New Addington Leisure Centres are also newer and more accessible facilities.</p>	<p>Travel time and parking should also be given some consideration in line with feedback on age and disability protected groups.</p> <p>There are currently no 'parent and child' parking space information for New Addington and Waddon.</p>	
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Important note: You must act to eliminate any potential negative impact which, if it occurred would breach the Equality Act 2010. In some situations this could mean abandoning your proposed change as you may not be able to take action to mitigate all negative impacts.

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

3.2 Additional information needed to determine impact of proposed change

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

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

Additional information needed and or Consultation Findings	Information source	Date for completion
To what extent is it reasonable to assume residents can travel an additional 20 to 50 minutes to use another local leisure facility. Issues have been raised via media, FOIs and elected member enquiries as to whether additional travel time is acceptable. The council should engage with Transport For London and residents to ascertain whether current transport, car parking and bike storage facilities at local leisure centers (primarily Waddon and New Addington) is practical and proportionate.	A six week consultation exercise with residents and members of Purley Leisure Centre.	11 th October – 21 st November 2021

For guidance and support with consultation and engagement visit <https://intranet.croydon.gov.uk/working-croydon/communications/consultation-and-engagement/starting-engagement-or-consultation>

3.3 Impact scores

Example

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

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

Table 4 – Equality Impact Score

S e	3	3	6	9
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	2	2	4	6
	1	1	2	3
		1	2	3
Likelihood of Impact				

Key

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

Equality Analysis

Table 3 – Impact scores:

Column 1 PROTECTED GROUP	Column 2 LIKELIHOOD OF IMPACT SCORE Use the key below to score the likelihood of the proposed change impacting each of the protected groups, by inserting either 1, 2, or 3 against each protected group. 1 = Unlikely to impact 2 = Likely to impact 3 = Certain to impact	Column 3 SEVERITY OF IMPACT SCORE Use the key below to score the severity of impact of the proposed change on each of the protected groups, by inserting either 1, 2, or 3 against each protected group. 1 = Unlikely to impact 2 = Likely to impact 3 = Certain to impact	Column 4 EQUALITY IMPACT SCORE Calculate the equality impact score for each protected group by multiplying scores in column 2 by scores in column 3. Enter the results below against each protected group. Equality impact score = likelihood of impact score x severity of impact score.
Age	3	2	6
Disability	3	3	9
Gender	2	1	2
Gender reassignment	2	1	2
Marriage / Civil Partnership	2	1	2
Race	2	1	2
Religion or belief	2	1	2
Sexual Orientation	2	1	2
Pregnancy or Maternity	3	2	6

Equality Analysis

4. Statutory duties

4.1 Public Sector Duties

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

Advancing equality of opportunity between people who belong to protected groups

Eliminating unlawful discrimination, harassment and victimisation

Fostering good relations between people who belong to protected characteristic groups

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

5. Action Plan to mitigate negative impacts of proposed change

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

Table 4 – Action Plan to mitigate negative impacts. This will be reviewed following outcome of Libraries Consultation after 14 March 2021;

Complete this table to show any negative impacts identified for service users and/or staff from protected groups, and planned actions mitigate them.				
Protected characteristic	Negative impact	Mitigating action(s)	Action owner	Date for completion
Disability	176 members of Purley Leisure Centre identify as having a disability. Increased travel time to New Addington or Waddon Leisure Centres.	Consulting with residents for six weeks on the impact of closing Purley Leisure Centre. Enterprise Swimming School have already been relocated to Waddon Leisure Centre.	Robert Hunt/David White GLL	21/11/2021 Complete

Equality Analysis

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		Consider increasing disability sport provision in south of borough (RAP Scheme or Palace For Life Foundation sessions) at other local facilities including schools and leisure centres. Investigating disabled parking spaces in neighbouring leisure centres. Investigate access to public transport to visit nearest leisure facilities.	David White David White David White	21/11/2021 21/11/2021 21/11/2021
Race	N/A	Consulting with residents for six weeks on the impact of closing Purley Leisure Centre.	Robert Hunt/David White	21/11/2021
Sex (gender)	N/A	Consulting with residents for six weeks on the impact of closing Purley Leisure Centre.	Robert Hunt/David White	21/11/2021
Gender reassignment	N/A	Consulting with residents for six weeks on the impact of closing Purley Leisure Centre.	Robert Hunt/David White	21/11/2021
Sexual orientation	N/A	Consulting with residents for six weeks on the impact of closing Purley Leisure Centre.	Robert Hunt/David White	21/11/2021
Age	Disproportionate impact on the following age groups if the proposed closure took place: <ul style="list-style-type: none"> Families with young children (time, logistics, cost) 	Consulting with residents for six weeks on the impact of closing Purley Leisure Centre. Investigate access to public transport to visit nearest leisure facilities.	Robert Hunt/David White David White	21/11/2021 21/11/2021

Equality Analysis

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	<ul style="list-style-type: none"> Seniors who have told us it is difficult to travel (cost, fear of crime, fear of injury) 			
Religion or belief	N/A	Consulting with residents for six weeks on the impact of closing Purley Leisure Centre.	Robert Hunt/David White	21/11/2021
Pregnancy or maternity	Access to Waddon and New Addington Leisure Centres.	Consulting with residents for six weeks on the impact of closing Purley Leisure Centre. Investigating 'parent and child' parking spaces in neighbouring leisure centres. Investigate access to public transport to visit nearest leisure facilities.	Robert Hunt/David White David White David White	21/11/2021 21/11/2021 21/11/2021
Marriage/civil partnership	N/A	Consulting with residents for six weeks on the impact of closing Purley Leisure Centre.	Robert Hunt/David White	21/11/2021

6. Decision on the proposed change

Based on the information outlined in this Equality Analysis enter X in column 3 (Conclusion) alongside the relevant statement to show your conclusion.		
Decision	Definition	Conclusion - Mark 'X' below
No major change	Our analysis demonstrates that the policy is robust. The evidence shows no potential for discrimination and we have taken all opportunities to advance equality and foster good relations, subject to continuing monitoring and review. If you reach this conclusion, state your reasons and briefly outline the evidence used to support your decision.	

	Position: Director for Growth, Employment and Regeneration
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DRAFT

REPORT TO:	Cabinet 18 October 2021
SUBJECT:	Report in the Public Interest – Quarter 2 Update
LEAD OFFICER:	Richard Ennis, Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive
CABINET MEMBER:	Cllr Hamida Ali, Leader of the Council
WARDS:	All

SUMMARY OF REPORT:

The report provides the Quarter 2 update of progress made responding to the Council's Report in the Public Interest. It gives a high-level summary of actions taken to date informed by updates received across all services in the Council.

COUNCIL PRIORITIES 2020-2024

This covering report provides an overview of the work that has been progressed to achieve the recommendations as set out in the Report in the Public Interest. It focuses on the actions that have been progressed since the update that went to Cabinet on the 7th June 2021.

The Action Plan for the Report in the Public Interest has been incorporated into the Croydon Renewal Plans and represents one of the 11 programmes of work being delivered.

The action plan covers a wide range of areas including financial management, governance, staff training, assets and budget development all of which are core elements of any strategy to ensure services are delivered responsively with a focus on value for money for our residents.

FEEDBACK FROM SCRUTINY AND OVERVIEW COMMITTEE

The Scrutiny & Overview Committee was pleased to note the progress that had been made with implementing the recommendations arising from the Report in the Public Interest (RIPI). However, there was concern that some items in the reporting framework were marked as complete, when they still needed to be embedded in the organisation as 'business as usual'.

Looking forward, the Chair of the Committee gave a commitment to working with the new Independent Chair of the General Purposes and Audit Committee, to ensure that the reason for each committee reviewing the RIPI updates was clear, in order to reduce duplication of effort.'

FEEDBACK FROM GENERAL PURPOSES AND AUDIT COMMITTEE

The Committee agreed the recommendations and requested the following:

- Transformation Funding – That the report on the review of schemes previously funded from Transformation funds is presented to the meeting of the General Purposes and Audit Committee in October 2021.
- CareCubed tool – That a briefing on the effectiveness of the CareCubed tool in procuring and managing delivery of specialist care placements in line with projected costs is provided to the meeting of the General Purposes and Audit Committee in October 2021.
- Croydon Park Hotel – That the report on lessons learned from the purchase of Croydon Park Hotel is presented to General Purposes and Audit Committee in November 2021.

FINANCIAL IMPACT:

This report will have no direct financial impact on the borough as its focus is on updating against the recommendations as accepted by the Council in November 2020. Some of the recommendations implemented will have an attached financial cost. This will be included in the costs of the overall improvement plan being developed for the Council

Any costs incurred previously or in the future to deliver the action plan have or will have gone through the Council's existing controls to ensure the spend is essential and represents good value for Croydon. Any costs will need to be contained within the existing approved budget for 2021/2022 to ensure Members are sighted.

The external auditor's costs have totalled £98,275 to 30 September 2021.

KEY DECISION REFERENCE NO.: Not a key decision

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out below:

1. RECOMMENDATIONS:

- 1.1 Note and agree on the progress the Council has made in regard to achieving the recommendations set out by external auditor in the Report in the Public Interest (appendix 1) with 62 out of 99 actions complete;
- 1.2 Note the outcome of the first tranche of work to properly evidence what has been achieved so far following the initial internal audit of actions delivered to provide full assurance to members and residents on the changes achieved;
- 1.3 Agree the Refreshed Action Plan including actions marked complete, progress updates against open actions and identification of actions to be embedded going forward as business as usual.

2. EXECUTIVE SUMMARY

- 2.1 On 23rd October 2020 the Council’s external auditor, Grant Thornton, issued a Report in the Public Interest (RIPI) concerning the Council’s financial position and related governance arrangements. In line with the statutory framework for the RIPI, the Council held an Extraordinary Council meeting on 19th November 2020 to discuss the report and the proposed action plan to address it.
- 2.2 The April 12th update, approved by Cabinet, provided a comprehensive progress update across all recommendations and also agreed the refreshed RIPI Action Plan having incorporated views from both the Scrutiny and Overview Committee (SOC) and General Purposes and Audit Committee (GPAC). This was then updated with the first quarterly update which went to Cabinet on the 7th June, GPAC on the 10th June and SOC on the 15th June. This report noted that the Council had completed 55/99 actions in the RIPI Action Plan and provided progress updates against all remaining actions.
- 2.3 This covering report represents the second quarterly update on the RIPI response based on activity this financial year. It focuses on actions that were set to be complete by close of June, July and August 2021, as well as updating against actions set to be delivered by the end of September 2021.
- 2.4 Section 5 of this report provides feedback on the outcome of the Internal Audit to date focusing on the 35 actions marked complete in the April 12th Cabinet report. It notes where some concerns have been identified in that round of reporting and outlines the mitigating actions that are being undertaken to resolve these.

3. HIGH-LEVEL UPDATE ON THE ACTION PLAN

- 3.1 Statistics on the number of actions complete and outstanding are below. Full detail can be seen in appendix 1.

Number of actions	Number of actions completed	Number of actions outstanding
99	62	37

- 3.2 The Council has delivered 62 actions to date with 10 completed since the June 7th Cabinet Quarter 1 Update. Progress updates have been provided against a further 33 actions. The Council has re-opened 3 actions (see 3.6 section 5).
- 3.3 The Action Plan recognises that not every action can be marked “complete” and left. In some cases, actions will need to be embedded into business as usual (BAU) processes before being marked complete. Additionally, a number of the actions are representative of aspects of systemic and cultural shifts that will need to be continued going forward to embed sustained positive change and good practice. Some of these actions will remain open as the Council

acknowledges that achieving the desired outcome will be a long-term process (e.g. co-creating a working environment that respects and values all our staff and take positive action to ensure that this is the case” LBC 4 – IV). The Council is therefore committed to providing updates in further quarterly reports against these.

- 3.4 A further 2 actions are set to be finalised by the end of September. Progress updates are provided against all of these and all other outstanding actions in Appendix 1.
- 3.5 On review, recommendation LBC 2 – ii has been re-opened as whilst progress was made the full review and connected training stated in the action plan has not yet been fully delivered.
- 3.6 The Council recognises it must continue to push to deliver and progress the 37 outstanding actions to ensure momentum is not lost and that the Council’s response to the RIPI achieves the critical organisational change necessary.
- 3.7 The table below sets out the actions identified as high priority by the external auditor with a RAG rating.

High Priority Action	Actions Completed/Total Actions	Rag
R1a Children’s Social Care	5/5 Marked complete in 7 th June Quarter 1 Update	
R1b Adult Social Care	9/9 (was 8/9 per Q1 Update)	The outstanding action on training on the ASC Budget has now been completed. This was handled via a briefing to Members of the Health & Social Care Sub-Committee in June 2021.
R2 Adequacy of Council Reserves	2/4	The aspects of this recommendation as set by the External Auditor have been completed. The 2 outstanding actions relate to Member training and assuring SOC on budget delivery. These have both been progressed with

		updates promised in future quarterly reports.
R3 Use of Transformation Funding	1/2	<p>The aspects of this recommendation as set by the External Auditor have been completed.</p> <p>The outstanding action relates to the offer and delivery of training to members. A training offer has been approved by the Member & Learning Development Committee on the 13th July.</p>
R9 Budget Challenge/Rigour	5/5 – Marked complete in 12 th April Update	
R12 Revolving Investment Fund	3/3 – Marked complete in 12 th April Update	
R14 Treasury Management	2/2– Marked complete in 12 th April Update	
R18 Ongoing investment in Brick by Brick	1/1– Marked complete in 12 th April Update	
R20 Governance of subsidiaries	4/9 (was 0/9 in June Quarter 1 Update)	<p>Following Cabinet approval of the July 26th “Governance of Croydon Council Companies” Paper, The Croydon Companies’ Supervision and Monitoring Panel (CCSMP) has been set up. Its role is to ensure the Council’s strategic and good governance objectives are met across the Council’s subsidiaries.</p> <p>Through the introduction of this Panel, several actions have been</p>

		<p>completed that relate to ensuring good governance mechanisms to monitor and regulate the handling of Council companies have been introduced. The group will continue to deliver against these actions as BAU.</p> <p>The outstanding actions related to constitutional changes and training have been progressed, details of which can be seen in Appendix 1 and in section 4 below.</p>
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3.8 To ensure alignment with the wider Croydon Renewal Plan activities the following criteria were utilised as developed by the PMO Steering Group.

Rag Definitions used:

Green - no known challenges to delivery

Amber – Challenges to delivery identified with mitigations in place/planned

Red - Challenges to delivery identified with no resolution identified

4. KEY MILESTONES ACHIEVED THIS UPDATE

4.1 A comprehensive summary of actions taken to date across all recommendations is contained within the refreshed action plan in appendix 1. This section provides some additional information on key achievements delivered since the Quarter 1 Update in June.

4.2 At the July 26th Cabinet, recommendations were given on the Governance of Croydon's Companies. These recommendations were informed by the actions of a working group who had engaged with relevant officers and directors of company boards. It was agreed by Cabinet to introduce the CCSMP to ensure the Council's strategic and good governance objectives and values are met across the Council's subsidiaries. Alongside the Panel itself, approval was given for an attached Terms of Reference to inform the running of the group and embed principles of good governance. In doing so, the Council has put in place appropriate governance mechanisms to achieve the remaining outstanding actions as set out in Recommendation 20, including a provisional process to bring regular updates to Cabinet.

4.3 The Council has been working with the Centre for Governance and Scrutiny to develop new ways of working for scrutiny in response to the Scrutiny Improvement Review and recommendations relating to scrutiny in the RIPI. On 7th September, the SOC is set to agree new systems to bring focus and prioritisation to their work. This approach will be supported by member and officer training and a more targeted system for sharing information with

councillors.

- 4.4 An outline training programme for all members was approved by the Members Learning & Development Panel on July 13th 2021. In developing this programme the Council considered the RIPI Action Plan to ensure all topics were included. Work is now being progressed to properly schedule and develop the training sessions with the view of delivery by March 2022 for all outstanding items. Work is also underway to plan a full induction training programme for Members elected in May 2022.
- 4.5 Alongside embedding the Guardians Programme detailed in the previous update, the Council has implemented a series of monthly Tea Talks to provide staff a means to share experiences and discuss sensitive issues in a safe space. Following the conference and additional staff roadshows held Spring 2021, further engagement events with staff are expected for Autumn 2021 to provide an update on the Croydon Renewal Plan and underline and continue to promote positive systemic and cultural changes. The Council is committed to creating a positive culture for all and continues to recognise it will take time to build staff trust and confidence.
- 4.6 At July 12th Cabinet, recommendations were approved to reject a purchase offer for Brick by Brick (BBB) and agree a modified build out scenario of 23 sites. Alongside this, important governance arrangements were agreed to ensure the Council maintains clear oversight of progress made. The Council will receive updates on BBB's financial position, sales, contractual issues and other relevant matters monthly. Summary updates on these will go to Cabinet on a quarterly basis with the first scheduled provisionally for November 2021.

5. PROGRESS UPDATE ON INTERNAL AUDIT

- 5.1 To provide additional assurance on the delivery of the RIPI Action Plan as reported, Internal Audit was requested to review completed actions to confirm these had been actioned as reported and that, where appropriate, these now formed part of the Council's governance framework (appendix 2). For the initial review, the 35 actions marked complete as at the 12th April 2021 Cabinet report, were reviewed.
- 5.2 Internal Audit assurance was obtained through a combination of corroborative enquiry, examination of relevant documents (including meeting minutes) and interrogation of computer applications.
- 5.3 Internal Audit have confirmed that all reported completed actions were complete and where appropriate, these now formed part of the Council's governance framework, except for:
- 3 actions, which although significantly progressed were not fully actioned
 - 1 action, which was still in progress.
- 5.4 Detail of the actions not fully completed can be seen in Appendix 2. Where relevant, scheduling on the Forward Plan has now taken place to ensure

items go to all meetings as required. These items have been left marked as complete. 2 actions (13ii and 11iv) have been re-opened to allow for future updates.

- 5.5 Following their review, Internal Audit have noted that the high priority actions marked complete have been delivered as stated with no further comment or amendments suggested.
- 5.6 Internal Audit will continue to review evidence of progress captured in the RIPI action plan to give reasonable assurance that actions have been completed as expected and communicated. The RIPI Quarter 3 Update is aiming to share Internal Audit findings for actions marked complete as of this Quarter 2 Update.

6. FUTURE UPDATES ON THE REPORT IN THE PUBLIC INTEREST

- 6.1 The RIPI action plan has been incorporated into the wider Croydon Renewal Plan and forms 1 of the 11 programmes of work aiming to support the Council's financial recovery, improve governance arrangements and drive operational improvement. The Croydon Renewal Plan currently consists of nearly 400 recommendations which are to be delivered within the next 4-5 years.
- 6.2 Per the action plan (appendix 1), quarterly RIPI updates are to be provided to GPAC, SOC, Council and Cabinet. This update will be presented directly to SOC on the 7th September, GPAC on the 16th September, Cabinet on the 18th October and Full Council on the 13th December.
- 6.3 The dates for the remaining updates this financial year are in the table shown below

RIPI Update Report	SOC	Cabinet Date	Full Council	GPAC
Q.3 Update	8 th February	24 th January	31 st January	3 rd Feb
Q.4 Update	29 th March	21 st March	28 th March	3 rd March

- 6.4 The previous Quarter 1 Update referred to the intention to review the RIPI's reporting to minimise duplication across the 4 meetings. Following review, it has been determined to continue reporting across GPAC, SOC, Cabinet and Full Council to ensure that all Members have opportunity to be briefed on the Council's RIPI Action Plan delivery progress and provide a chance for all Members to query the updates provided.

7. CONSULTATION

- 7.1 The action plan has been previously reviewed by both GPAC and the SOC who made recommendations to enhance what was being progressed. These changes were approved by Cabinet on 12th April 2021. Services have been directly engaged with to ensure updates were recorded accurately and contained the most up to date information.

8. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 8.1 At 30 September 2021 external auditor's costs totalled £98,275. This is an increase of £33,275 on the amount (£65,000) reported in April 12 Cabinet paper and June Quarter 1 update.
- 8.2 The Council is working to deliver the overarching improvement plan, of which the RIPI action plan forms a key part. Costs will be incurred delivering many of the actions contained within the plan and these will be presented to Members as the Council's Improvement Journey progresses. Any costs will need to be contained within existing budget provisions.

Approved by: Matthew Davis, Interim Director of Finance (S151)

9. LEGAL CONSIDERATIONS

- 9.1 The Head of Litigation and Corporate Law comments on behalf of the interim Director of Law and Governance that the Report in the Public Interest ("the Report") dated 23 October 2020 was issued under the provisions of the Local Audit and Accountability Act 2014 ("the Act"). The Council must comply with the requirements of the Act in responding to the Report.
- 9.2 Under the provisions of paragraph 5(5) and (6) of Schedule 7 to the Act, the Council must decide within one month whether the Report requires the authority to take any action or whether the recommendations are to be accepted. It must also decide what, if any, action is to be taken in response to the Report and its recommendations. The Report was considered at the Council meeting on 19 November when all of the Report's recommendations R1 – R20 and additional recommendations LBC1 – LBC3 was agreed together with an Action Plan in response to each of the recommendations. A further recommendation LBC4 was added following additional consultation. Paragraph 7 goes on to provide that the authority's functions under paragraph 5 are not to be the responsibility of the executive.
- 9.3 Paragraph 10(1) of the Act provides that after considering the Report and its response to it, the Council must notify the external auditor of its decisions, and publish a notice on its website containing a summary of those decisions which has been approved by the external auditor.

- 9.4 At the time of writing this report, all of the relevant requirements of the Act have been complied with.
- 9.5 Any additional legal considerations arising from individual workstreams will be assessed as projects and actions come forward.

Approved by: Sandra Herbert, Head of Litigation and Corporate Law Deputy Monitoring Officer on behalf of the interim Director of Law and Governance and Deputy Monitoring Officer.

10. HUMAN RESOURCES IMPACT

- 10.1 No human resource impacts are arising directly from the recommendations in this report. However, there will be impacts associated with the delivery of the improvement plan. The improvement plan is part of a range of measures relating to improving the Council's financial position and it is inevitable that this will ultimately impact on the Council's workforce when the Council's agreed Human Resources policies and procedures will be followed.
- 10.2 Human resources impacts will be appropriately reported to the relevant decision-making bodies as individual actions from the plan are implemented.

Approved by: Gillian Bevan, Head of HR

11. EQUALITIES IMPACT

- 11.1 There are no equality impacts arising directly from the recommendations in this report. As such, an equality analysis has not been undertaken following the initial response to the external auditor's report. However, there will be impacts associated with the delivery of the improvement plan. The improvement plan is part of a range of measures relating to improving the Council's financial position and it is inevitable that this will ultimately impact on the Council's workforce and the communities it serves.
- 11.2 Consideration will be given as each of the individual actions included in the Action Plan are implemented as to whether they are relevant to equalities and will require an equalities impact assessment undertaken to ascertain the potential impact on vulnerable groups and groups that share protected characteristics.
- 11.3 Any improvements to governance that arise from the implementation of the recommendations in the action must pay due regard to ensuring that all residents in Croydon are able to understand the actions the Council takes in their name, the decisions it makes to spend resources on their behalf, and who is accountable for that action.
- 11.4 Close attention will need to be paid to ensure the Council is as transparent as possible and is as open and engaging with all its local communities through

this process of improvement and afterwards in the new governance practices that are established.

Approved by: Grace Addy, Head of Learning and Organisational Development

14. ENVIRONMENTAL IMPACT

14.1 There are no positive or negative impacts on the environment as a result of any of the recommendations of this report.

15. CRIME AND DISORDER REDUCTION IMPACT

15.1 There are no implications in this report that would have an impact on crime prevention or reduction.

16. DATA PROTECTION IMPLICATIONS

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

NO

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

NO, as the report contains no sensitive/personal data

Approved by Richard Ennis; Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive

CONTACT OFFICER:	Norman Vaciannia, Business Improvement Officer, Policy Programmes and Performance
APPENDICES TO THIS REPORT:	Appendix 1 – RIPI Action Plan Appendix 2 – Internal Audit Results
BACKGROUND DOCUMENTS:	None

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1. The Council has fully accepted all recommendations made by the external auditor (R1-R20)
2. The Council has added additional recommendations LBC1-4.
3. There are 9 high priority recommendations from the external auditor for the Council to urgently address:
4. Actions marked as “GPAC/SOC” recommendation came from their input following consultation carried out in Dec 2020/Jan 2021

High Priority Actions	High Priority Actions
R1a Children’s Social Care	R12 Revolving Investment Fund
R1b Adult Social Care	R14 Treasury Management
R2 Adequacy of Council Reserves	R18 Ongoing investment in Brick by Brick
R3 Use of Transformation Funding	R20 Governance of subsidiaries
R9 Budget Challenge/Rigour	

A note has been made against actions that do not represent “one-off” measures but instead represent actions, principles and values that should be continually delivered or established as repeating tasks. These actions will be marked as Business as Usual (BAU) in the “Status/Updated Deadline” column.

Overall accountability for the action plan rests with the Chief Executive

Recommendation 1a – HIGH PRIORITY
 The Executive Director Children Families and Education needs to address the underlying causes of social care overspends in children’s social care and take effective action to manage both the demand and the resulting cost pressures.

Cabinet Member Accountability: Councillor Flemming, Cabinet Member for Children, Young People and Learning

Action	Progress made to date	Status/Updated Deadline	Accountability
i) Develop a strategy for managing demand and expected impact / outcome and set up panels to manage activity and cost: <ul style="list-style-type: none"> - Weekly care panel to divert children from care - Bi-weekly Children Looked After review panel to identify children who can be supported to be reunited with families from care, and to systematically review higher cost placements 	The Care Panel was established in February 2021. Outcomes from the care panel & new entries to care are monitored weekly at DLT. To build on this work further process maps are being refreshed to formalise challenge, authorisation and decision making for children in care or at risk of care. A scoping workshop to enhance multi-agency partnership provision has also been delivered in March 2021.	COMPLETE – Embedded into BAU	Interim Director, Early Help and Children’s Social Care
ii) Develop a monthly Corporate Finance, Performance and Risk report to progress, track and measure activity. Specifically for Children’s social care, this will monitor the effectiveness of actions to reduce the number of local children in care. This progress report will bring together data on the monthly movement in numbers of children in care, the achievement of care outcomes, the financial impact	The June 7 th Corporate Finance, performance & Risk report iteration will provide a final set of CRP measures, and targets set to date, as well as a further update on the work streams in place to produce a full set of corporate performance reports by September 2021 Cabinet.	COMPLETE – Embedded into BAU with updates to Cabinet monthly	Interim Corporate Director, Children Families and Education to ensure accurate data incorporated into monthly Performance reporting.

<p>including full year forecast, and benchmarking against best practice.</p>	<p>The monthly reports will develop over time as recommendations are progressed.</p>		
<p>iii) The progress report will be routinely presented to the Children’s Improvement Board, Executive Leadership Team, Cabinet, General Purposes and Audit Committee and Scrutiny & Overview Committee which will bring a greater level of control and transparency (see Recommendation 5 which will also be incorporated into this process). The first report to members will be accompanied by detail outlining the statutory and non-statutory areas of service and the impact of demand management across the service.</p>	<p>The Corporate Finance, Performance and Risk report will provide an update on improvement actions across the Council including Children’s. (1a-ii)</p> <p>Training will be offered to members on the nature of statutory and non-statutory service (See LBC3 – i)</p>	<p>COMPLETE – Embedded into BAU with updates to Cabinet monthly</p> <p>Training offer to be picked up under Recommendation LBC-3</p>	<p>Interim Corporate Director, Children Families and Education to ensure accurate data incorporated into monthly Performance reporting.</p>
<p>iv) Secure independent external challenge through the Partners in Practice programme to enable valid judgements to be made about the correct level of funding to meet the needs of Croydon’s children in care.</p>	<p>Report from LB Camden received under Partners in Practice Programme – December 2020</p> <p>Independent Financial Adviser commissioned by the DFE to provide expert challenge and support commenced on 22/2/21 for a period of 9 months.</p>	<p>COMPLETE</p> <p>Ongoing support until November 2021</p>	<p>Interim Corporate Director, Children Families and Education</p>
<p>v) Data set used to inform progress report to be collated, updated and shared with GPAC to allow members to monitor progress on managing demand within social care.</p>	<p>Dataset developed and being progressed further.</p> <p>The Corporate Finance, Performance and Risk report draws upon this data and provides GPAC with the relevant information per this action.</p>	<p>COMPLETE - Embedded into BAU</p>	<p>Interim Corporate Director, Children Families and Education</p>

Recommendation 1b – HIGH PRIORITY			
The Executive Director Health, Wellbeing and Adults needs to address the underlying causes of social care overspends in adults social care and take effective action to manage both the demand and the resulting cost pressures.			
Cabinet Member Accountability: Councillor Campbell, Cabinet Member for Families, Health and Social Care			
Action	Progress made to date	Status/Updated Deadline	Accountability
i) Commission a diagnostic of spend and opportunities to be carried out by the Local Government Association (LGA) National Care & Health Improvement Adviser Finance and Risks to inform future shape of transformation opportunities.	This was carried out and used during November 2020 to inform development of the Adult Social Care Improvement Plan	COMPLETE	Interim Corporate Director Adult Social Care and Health
ii) Review the current service delivery models of adult social care and gateway services to right size the budget and delivery model to benchmark with comparator Councils in relation to population and service outcomes.	Data has been collected which provides benchmarking of Croydon ASC care spend vs other Councils, this was factored in to the Adult Social Care Improvement Plan. Budget modelling has been agreed for ASC for 21/22 budget. Service modelling forms part of adult's improvement plan.	COMPLETE	Interim Corporate Director Adult Social Care and Health
iii) To create a placements board to challenge the Council on current cost of placements, managing demand for new placements and ensuring value for money in procurement of placements	Placements boards have been implemented in the Council to challenge placements and reduce expenditure. Daily challenge panel has been in place since S114 Notice. All spend is then promoted to the Spend Control Panel, as agreed with then S151 Officer.	COMPLETE - Embedded into BAU	Interim Corporate Director Adult Social Care and Health

	Placements programme is in place with an agreed scope. Funding also agreed for Care Cubed placements tool agreed at ELT on 8 March 21.		
iv) Use the output from the diagnostic review to remodel financial implications to help shape the Medium Term Financial Strategy (MTFS)	<p>Diagnostic review and benchmarking data has been used to shape the Adult Social Care Improvement plan.</p> <p>Croydon Adults Improvement plan has been fully developed and aligned to budget as signed off at March Cabinet. LBC delivery tracker being updated fortnightly.</p>	COMPLETE	Interim Director of Finance (S151)
v) Develop a monthly Corporate Finance, Performance and Risk report to progress, track and measure activity. This will include monitoring of the new service delivery model to track progress and challenge effectiveness of the plan.	<p>The June 7th Corporate Finance, performance & Risk report iteration will provide a final set of CRP measures, and targets set to date, as well as a further update on the work streams in place to produce a full set of corporate performance reports by September 2021 Cabinet.</p> <p>The monthly reports will develop over time as recommendations are progressed.</p>	COMPLETE - Embedded into BAU with updates to Cabinet monthly	Interim Corporate Director Adult Social Care and Health to ensure accurate data incorporated into monthly Performance reporting.
vi) Progress will be governed by reporting to the Executive Leadership Team, Cabinet, General Purposes and Audit Committee and Scrutiny & Overview Committee which will bring a greater level	The Corporate Finance, Performance and Risk report will provide an update on improvement	COMPLETE – Embedded into BAU with updates	Interim Corporate Director Adult Social Care and Health to ensure accurate data

<p>of control and transparency. The first report to members will be accompanied by detail outlining the statutory and non-statutory areas of service and the impact of demand management across the service.</p>	<p>actions across the Council including HWA's (1b-v).</p> <p>Training will be offered to members on the nature of statutory and non-statutory service (See LBC3 – i)</p> <p>.</p>	<p>to Cabinet monthly</p> <p>Training offer to be picked up under Recommendation LBC-3</p>	<p>incorporated into monthly Performance reporting.</p>
<p>vii) Ensure that cost of care tool is used effectively to track all case expenditure to improve financial control, identify areas of focus for further improvement and to enable better decision making.</p>	<p>The Cost of Care tool referred to in has been utilised to help accurately forecast its spend to support budget setting, improve financial management and identify opportunities for further savings.</p> <p>A separate tool called CareCubed is in the process of being acquired. It is a benchmarking tool that allows adult social care to acquire an indicative cost of placing an individual aligned with their assessed care and support needs. This indicative amount is then used to aid contract negotiations with providers.</p> <p>The tool has successfully enabled savings in other Council's and will be tested in Croydon over the next 12 months. Training for staff to use tool is in planning.</p>	<p>COMPLETE Embedded into BAU</p>	<p>Interim Corporate Director Adult Social Care and Health</p>

<p>viii) Training to be provided to members to understand the budget for Adult Social Care and share rationale for persistent overspend in service. Training to also inform members on the complex health and care landscape in the borough.</p>	<p>A Training offer has been developed for all members including where appropriate, specific training for committee members. This was approved by the Members Learning & Development Panel on July 13th 2021. It has been aligned with the actions in the RIPI action plan to ensure all aspects covered.</p> <p>Training on the Adult Social Care Budget was completed via a briefing to members of the Health & Social Care Sub-committee in June 2021.</p> <p>Training for members will continue to be offered on annual basis as BAU. Consideration will be taken in the future about how and when best to inform on matters relevant to ASC.</p>	<p>COMPLETE</p>	<p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive</p>
<p>ix) Data set used to inform progress report to be collated, updated and shared with GPAC to allow members to monitor progress on managing demand within social care</p>	<p>A finance and performance workstream has been established and meets fortnightly. The key objectives for this workstream are to ensure dashboards are developed to enable the senior management team to track activity against the benchmarking</p>	<p>COMPLETE</p> <p>Embedded into BAU with updates to Cabinet monthly</p>	<p>Interim Corporate Director Adult Social Care and Health to ensure accurate data incorporated into monthly Performance reporting.</p>

	<p>forecasts set out in the adults improvement plan; and against the move towards both London (younger adults) and England (older adults) averages.</p> <p>Bettergov have been commissioned to help finalise dashboard and benchmarking modelling. 2 dashboards are to be utilised one focused on activity which is complete and another on finances which is in development.</p> <p>The MTFS tracker is currently updated weekly.</p> <p>The Corporate Finance, Performance and Risk report draws upon this data and provides GPAC with the relevant information per this action.</p>		
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Recommendation 2 – HIGH PRIORITY
 The Council (including Cabinet and Scrutiny and Overview Committee) should challenge the adequacy of the reserves assessment which should include a risk assessment before approving the budget.

Cabinet Member Accountability: Councillor King, Cabinet Member for Croydon Renewal

Action	Progress made to date	Status/Updated Deadline	Accountability
i) Develop a reserves strategy as part of the Medium Term Financial Strategy (MTFS) and present it for approval with the Budget reports to Cabinet and Full Council. This needs to incorporate a clear assessment of risks and liabilities that demonstrate all current and future exposure has been thought through and factored into the recommendations. Strategy to map the financial governance process around agreeing additions to reserves to be included to reduce risk of duplication and that there were no gaps in approach.	The MTFS and 21/22 Budget agreed on 8 th March contains a clear strategy for growing the reserves base up to a level which by 23/24 would give a general fund reserve in excess of £60 million	COMPLETE - Embedded into BAU	Interim Director of Finance (S151)
ii) In considering future budget reports, Cabinet will assure itself that all risks and liabilities have been properly considered by requesting that the Scrutiny & Overview Committee and the General Purposes and Audit Committee review the adequacy of the strategy and its relationship to the MTFS prior to Cabinet taking a decision.	From April 2021 Financial Monitoring reports will be provided to Cabinet on a monthly basis to ensure Members have increased oversight on any emerging pressures or movements. The 21/22 Budget was reported to Scrutiny on 16 th February 2021 and comments were verbally reported to cabinet on 8 th March 2021. Future year’s timescales will need to include time for both this and reference to GPAC and Scrutiny	COMPLETE - Embedded into BAU with updates to Cabinet monthly	Interim Director of Finance (S151)
iii) Training to be delivered to relevant members to raise understanding of reserves	An outline Training programme for all members including where appropriate, specific training for	See recommendation	

	<p>committee members, was approved by the Members Learning & Development Panel on July 13th 2021. It has been aligned with the actions in the RIPI action plan to ensure all aspects covered.</p> <p>See recommendation LBC3 – i for further detail.</p>	<p>LBC3 – i for detail.</p> <p>Training to be delivered by March 2022</p>	<p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive</p> <p>Director of HR / Head of Democratic Services</p>
<p>iv) Council to identify the most appropriate mechanism for the Scrutiny & Overview Committee to monitor and assess progress made against delivering the budget throughout the year. As a part of this any update would need to provide reassurance that effective budget controls are in place to mitigate against potential pressures.</p> <p>Furthermore, the Council is to consider approach to providing reassurance to Members that effective budget controls were in place to mitigate against potential risks to the delivery of the budget</p>	<p>The Council has continued to maintain mechanisms to mitigate against potential budget risks and provide Scrutiny & Overview Committee and wider Council Members with oversight of the Council’s Financial Performance. These mechanisms include the Spending Control Panel and Budget Tracker.</p> <p>The Council is now well into its periodic financial performance regime, with Period 3 going to August 16th Cabinet.</p> <p>On the Forward Plan, decisions are planned on an MTFS update (October) and budget development for next financial year (January/February).</p>	<p>Embedded as BAU</p> <p>Next quarterly update to be provided in January 2022</p>	<p>Interim Director of Finance (S151)</p>

	<p>A forensic financial audit has been commissioned. The report has been received by the section 151 officer and will inform the future structure of the Finance Function</p>		
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Recommendation 3 – HIGH PRIORITY
 The Chief Executive should oversee a review of the outcomes achieved from the use of transformation funding to demonstrate that the funding has been applied in accordance with the aim of the scheme.

Cabinet Member Accountability: Councillor King, Cabinet Member for Croydon Renewal

Action	Progress made to date	Status/Updated Deadline	Accountability
i) A review of all schemes previously funded from transformation capital receipts be undertaken and a report produced that assesses whether the funding has been applied in accordance with the scheme.	This work is completed following discussions with the external auditor. An update will be made to GPAC as part of the report on the 2019/20 accounts.	COMPLETE	Interim Director of Finance (S151)
ii) Training to be delivered to relevant members on transformation funding to raise understanding.	An outline training programme has been developed for all members including where appropriate, specific training for committee members, was approved by the Members Learning & Development Panel on July 13 th 2021. It has been aligned with the actions in the RIPI action plan to ensure all aspects covered. See recommendation LBC3 – i for further detail.	See recommendation LBC3 – i for detail. Training to be delivered by March 2022	Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive Interim Director of Finance (S151) Director of HR Head of Democratic Services

Recommendation 4
 The s151 officer should set out the strategy for applying capital receipts for transformation annually as part of the budget setting process.

Cabinet Member Accountability: Councillor King, Cabinet Member for Croydon Renewal

Action	Progress made to date	Status/Updated Deadline	Accountability
i) A strategy for funding transformation to be incorporated into the budget setting process using the current Ministry of Housing, Communities and Local Government (MHCLG) Flexible Use of Capital Receipts Scheme.	Following extension of the Flexible Use of capital receipts scheme. Proposals for the use of up to £5 million of capital receipts, subject to availability of receipts will be drafted and agreed by ELT. This should be received in w/c 7 th June	COMPLETE - Embedded into BAU and incorporated into budget setting going forward	Interim Director of Finance (S151)
ii) In the absence of any national capital receipts for transformation scheme, the strategy for funding transformation will set out how future schemes will be funded using invest to save principles using rolling investment that is set aside and supported by business cases that demonstrate return. Any business case will have to demonstrate governance of the programme to assure the section 151 officer and Cabinet that the deliverables are being met. All schemes approved for funding under this strategy will be assessed individually and against the overarching risk exposure and affordability for the Council.	See 4i above.	COMPLETE – Process Embedded into BAU with updates to Cabinet monthly	Interim Director of Finance (S151)

<p>iii) There will be an annual report to the Scrutiny & Overview Committee and GPAC on the use of transformation funding and the delivery of schemes. A corporate strategy needs to be developed to assess future transformation projects prior to funding. This should include a requirement to identify the intended outcomes, risk exposure, ongoing affordability, how success will be measured, how progress will be tracked, and any interdependencies with other projects and any wider benefits.</p>	<p>Report to be prepared at the end of each financial year from 21/22 onwards</p>	<p>June 2022</p>	<p>Interim Director of Finance (S151)</p>
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Recommendation 5			
The General Purposes and Audit Committee should receive reports on the actions being taken to address the Dedicated Schools Grant deficit and challenge whether sufficient progress is being made.			
Cabinet Member Accountability: Councillor Flemming, Cabinet Member for Children, Young People and Learning			
Action	Progress made to date	Status/Updated Deadline	Accountability
i) The Dedicated Schools Grant recovery plan should be presented to General Purposes and Audit Committee and Scrutiny and Overview Committee for review and agreement to ensure that it is adequate to meet objectives and timelines that have been set.	Reviewed at GPAC 4 March 2021	COMPLETE	Interim Director of Education
ii) Special Educational Needs Finance Board to be established and chaired by the interim Director of Education to oversee the delivery of the Dedicated Schools Grant recovery plan.	Initial meetings held with further meetings to be scheduled to update on the progress of the DSG recovery plan.	COMPLETE - Embedded into BAU	Interim Director of Education
iii) Training to be provided to members to ensure the committee possess a working understand of education funding and budgets	DSG training has been delivered to members of Scrutiny Committee, Labour Group and Conservative Group	COMPLETE	Interim Director of Education / Head of Learning &OD
iv) Implement the ‘New Approach to Special Educational Needs delivery’ strategy working with schools to ensure that more of our Special Educational Needs pupils are educated in mainstream provision to include: <ul style="list-style-type: none"> • Developing more capacity within the post-16 provision • Opening of new Special Educational Needs free schools 	Report delivered to School’s Forum on Monday 26 th April and full approval given to widen the project to two further locality areas. 1% increase in CYP with an EHCP being educated in a Mainstream school. Addington Valley Academy – the opening of new building on target to open in September 2021. Provision for our Post-16 SEN learners at Coulsdon College has	Update provided- Further update to come to Q.3	Interim Director of Education

	been extremely successful. Discussions underway about making this pathway provision part of the main college site.		
v) Progress against the recovery plan to be included in the monthly budget monitoring report to Children’s, Families and Education Department Leadership Team, the Executive Leadership Team, the Children’s Improvement Board and the quarterly Cabinet, General Purposes and Audit Committee and Scrutiny & Overview Committee which will bring a greater level of control and transparency.	Progress update included in the monthly budget monitoring to Education SLT and CFE DLT.	COMPLETE Embedded into BAU with updates to Cabinet monthly	Interim Corporate Director, Children Families and Education / Interim Head of Finance - CFE
vi) Progress on Dedicated Schools Grant recovery plan to be reported to the Schools’ Forum on a termly basis	Included in the forward plan of agenda items for Schools’ Forum	COMPLETE Embedded into BAU	Interim Head of Finance, Children, Families and Education

Recommendation 6			
The Executive Director Children, Families and Education needs to review the services provided to UASC and to identify options to meet their needs within the grant funding provided by the Home Office.			
Cabinet Member Accountability: Councillor Flemming, Cabinet Member for Children, Young People and Learning			
Action	Progress made to date	Status/Updated Deadline	Accountability
i) Complete a forensic review of grant income against the total expenditure for unaccompanied asylum seeking children and care leavers over the past 3 years, including the co-ordination of pan-London arrangements	Review completed and is informing Council’s approach to UASC support offer.	COMPLETE	Interim Head of Finance, Children, Families and Education
ii) Negotiate with the Home Office and Department for Education to secure the same financial support provided to other port of entry authorities such as Kent and Portsmouth to cover the exceptional overhead costs caused by the volume of unaccompanied asylum seeking children received in the Borough. <ul style="list-style-type: none"> • Full cost recovery for exceptional overheads provided by Croydon such as age assessments, the social care duty service at Lunar House and legal fees. Due to volumes in the Borough from its port of entry position, these cannot be absorbed within normal overhead cost as per all other local authorities. • Increased funding for children cared for over and above the voluntary national rate to match the funding of Croydon’s children in care. 	<p>Meetings have been held with senior officials in the Home Office and Department for Education, underpinned by forensic review and modelling of additional costs.</p> <p>Agreement of full cost recovery for the age assessment team and the Duty Team at Lunar House for one year. This will cover costs of approximately £595k per annum agreed over 2021-22</p> <p>A report on the Council’s approach to UASC went to Cabinet in June and August 2021 Cabinet. These noted the risk involved in potential further savings in Children’s Services and recommended to allow Officers to look at all options possible going forward.</p>	<p>Ongoing – review for October 2021</p> <p>Next update to be provided in January 2022</p>	Interim Corporate Director, Children Families and Education
iii) Work with London local authorities to safely transfer responsibility for an agreed number of children in	Since the previous quarter update there have been no further	COMPLETE	Interim Corporate Director, Children Families and Education

<p>Croydon’s care to reduce disproportionate burden on Croydon.</p>	<p>transfers of children placed out of borough agreed.</p> <p>24 have been confirmed and work is underway between Croydon and the relevant boroughs to complete the transfers.</p>		
<p>iv) Introduce a needs based approach to withdrawing services to young people whose appeal rights are exhausted alongside earlier, robust triple planning as part of their pathway at 16 plus. This will assist and support a planned, safe voluntary return when all legal routes to remain have been exhausted and avoid a forced detention and removal when young people have no recourse to public funds, limited access to NHS and education and cannot work legally in UK.</p>	<p>A planned programme of Human Rights Assessments (HRAs) to inform the decision to safely withdraw services is underway. There are currently 15 young people whose appeal rights are exhausted. All will have an HRA by mid-August.</p>	<p>COMPLETE - Embedded into BAU</p>	<p>Director Early Help and Children’s Social Care</p>

Recommendation 7			
The Executive Director Children, Families and Education needs to identify the capacity threshold for the numbers of UASC that it has the capacity to deliver safe UASC services to.			
Cabinet Member Accountability: Councillor Flemming, Cabinet Member for Children, Young People and Learning			
Action	Progress made to date	Status/Updated Deadline	Accountability
i) Draw on the analysis and review at 6 (i) to develop options to establish a capacity threshold for Croydon for unaccompanied asylum seeking children that is commensurate with other Local Authorities and in line with the nationally agreed standards and funding.	The voluntary national rate is the equivalent of 0.07% of the child population. In Croydon that equates to 66 children. This underpins the forensic review and modelling completed in 6i	COMPLETE - Embedded into BAU	Interim Corporate Director, Children Families and Education
ii) Present options for the Council to deliver safe services within the capacity threshold to the Children’s Improvement Board, Cabinet and General Purposes and Audit Committee and Scrutiny & Overview Committee to increase levels of control and improve transparency.	A Cabinet paper on the Council’s approach to caring for UASC will be presented on June 7 th 2021.	COMPLETE	Interim Corporate Director, Children Families and Education

Recommendation 8			
The Cabinet reports on the financial position need to improve the transparency of reporting of any remedial action taken to address in year overspends.			
Cabinet Member Accountability: Councillor Young, Cabinet Member for Resources and Financial Governance and Councillor King, Cabinet Member for Croydon Renewal			
Action	Progress made to date	Status/Updated Deadline	Accountability
<p>i) A review of financial reporting best practice is to be undertaken and the results used to design reports and a system of reporting that will improve its approach to managing finance, performance and risk to introduce a greater level of transparency and better grip of expenditure. All departments will be required to report against their budgets to the Departmental and Executive Leadership Teams on a monthly basis.</p>	<p>A process for monthly reporting is being developed with the period 1 report to come to Cabinet June 7th 2021. These reports will develop iteratively over the coming months.</p> <p>See recommendation 8 – ii for further information on performance monitoring.</p>	<p>COMPLETE</p>	<p>Interim Director of Finance (S151)</p>
<p>ii) The Council will develop a new corporate framework for monthly reporting that includes finance, performance and risk. This will report to the Executive Leadership Team, Cabinet, General Purposes and Audit Committee and Scrutiny and Overview Committee as appropriate.</p> <p>The new framework will include progress against service delivery, departmental actions plans, savings opportunities and actions contained within the Croydon Renewal Plan. All actions will be assigned to accountable people (including relevant cabinet member) and will be tracked through a central reporting team to ensure that the process is joined up, consistent and timely. This will be a recognised Programme Management Office function using savings and actions trackers</p>	<p>The Council has developed a new Corporate framework to deliver monthly Corporate Finance, Performance and Risk update reports. These monitor implementation of improvement actions across the Council (including those contained in the RIPI and as part of the CRP) and set out KPIs and accountable officers.</p> <p>The PMO presented an approach to monthly Corporate, Finance,</p>	<p>COMPLETE</p> <p>Embedded into BAU with updates to Cabinet monthly</p>	<p>Chief Executive</p>

	<p>Performance Risk Reporting to Cabinet on April 12th.</p> <p>The June 7th Corporate Finance, performance & Risk report iteration will provide a final set of CRP measures, and targets set to date, as well as a further update on the work streams in place to produce a full set of corporate performance reports by September 2021 Cabinet.</p> <p>The monthly reports will develop over time as recommendations are progressed.</p>		
<p>iii) A review of the capacity within the Finance Team to ensure there is adequate support for departmental cost centre managers to fulfil their responsibilities as budget holders.</p>	<p>A proposed structure for the finance team to ensure the service has the right support for departmental cost centre managers was developed in November 2020.</p> <p>This will be reviewed following the financial forensic audit which will inform the future size and shape of the Finance function.</p>	<p>Progressed – Further update to come for Quarter 3</p>	<p>Interim Director of Finance (S151)</p>

Recommendation 9 – HIGH PRIORITY

The Council (including Cabinet and Scrutiny and Overview Committee) need to show greater rigor in challenging underlying assumptions before approving the budget including understanding the track record of savings delivery.

Cabinet Member Accountability: Councillor King, Cabinet Member for Croydon Renewal/ Callton Young, Cabinet Member for Resources and Financial Governance

Action	Progress made to date	Status/ Updated Deadline	Accountability
i) To support the Annual Budget setting process Budget Development Meetings will be held for each department and will be attended by Executive Directors, Corporate Leadership Team and Members with accountability for their service area and staff who are responsible for service delivery that understand what impact growth and savings plans will have on the services. To support this process Members will be provided with a clear set of proposals that demonstrate cost pressures (growth) and savings opportunities with narrative and comparators on budget and outcomes delivered to describe the impact of the decisions that are required to be taken.	Proposals were provided to members with a formal decision in November Cabinet. Saving opportunities for 21/22 were set out across all services and have been incorporated into delivery of Croydon Renewal Plan. The Council recognises further savings will be necessary to achieve a sustainable budget in the long term. Discussions for further savings next year will be scheduled starting from April 2021.	COMPLETE Embedded into BAU	Interim Director of Finance (S151)
ii) To support the budget exercise the Council will seek external support to test the draft budget proposals, seek ideas and good practice and will take the same approach by seeking support for the scrutiny process.	Various support from external sources has been utilised to date to offer capacity and advice. This includes the LGA, Centre for Governance and Scrutiny, Council peers and CIPFA. The Council will continue to use such opportunities moving forward.	COMPLETE Embedded into BAU	Interim Director of Finance (S151) Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive
iii) Develop a budget savings tracker that profiles savings by month to enable Members to track that savings are on target. This will need to correlate with the finance, performance and risk reporting that Council will introduce.	An in year savings tracker has been developed to monitor identified savings and escalate any delivery challenges. In year savings are rag rated based on confidence in delivery.	COMPLETE Embedded into BAU	Interim Director of Finance (S151)

<p>iv) To increase understanding of the choices Cabinet Members are making with regards to the emerging budget and to effectively challenge budget assumptions, Scrutiny and Overview Committee Members to receive regular briefings on the progress of budget setting.</p>	<p>Budget Discussions were conducted across January and February 2021. This included focused discussion on the 21/22 budget for specific directorates. Discussion took place at Children and Young People Sub-Committee, Health & Social Care Sub-Committee, at Scrutiny, Streets, Environment & Homes sub-committee and finally the Scrutiny & Overview Committee.</p> <p>The Council will continue to brief Scrutiny committees on budget matters. Work is ongoing to further develop the process for budget scrutiny with conversations ongoing with Scrutiny Chairs. A date is held in the Forward Plan to ensure SOC has the chance to challenge the proposed budget for 2022/23.</p>	<p>COMPLETE Embedded into BAU</p>	<p>Interim Director of Finance (S151)</p>
<p>v) To review the budget setting-timetable to ensure that the Scrutiny & Overview Committee has the time to digest and review the budget proposals and underlying assumptions and for Cabinet to respond fully to any challenge or comments and for Cabinet to be able to consider changing its proposals.</p>	<p>The Council is taking action to ensure budget discussions happen at an earlier date and more opportunities are offered to members to offer input into the budget and review its management. These actions include finalisation of Council meetings forward plan up until April 2022 with dates marked for policy discussions and monthly financial performance updates at Cabinet.</p>	<p>COMPLETE Embedded into BAU</p>	<p>Interim Director of Finance (S151)</p>

	<p>Additionally, budget developments meetings will begin in Spring 2021 as opposed to Autumn meaning savings will be identified and shared with members earlier in year. An MTFS update is scheduled for Cabinet in October.</p> <p>The Council will continue to brief Scrutiny committees on budget matters. Work is ongoing to further develop the process for budget scrutiny with conversations ongoing with Scrutiny Chairs. A date is held in the Forward Plan to ensure SOC has the chance to challenge the proposed budget for 2022/23.</p>		
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Recommendation 10
 The General Purposes and Audit Committee must challenge officers on the progress in implementing the Financial Consultant’s recommendations to improve the budget setting, monitoring and reporting process and actions to address the Head of Internal Audit’s concerns on internal controls.

Member Accountability: Councillor Karen Jewitt, Chair of General Purposes and Audit Committee

Action	Progress made to date	Status/Updated Deadline	Accountability
i) Delivery of the Financial Consultant’s recommendations and the Head of Internal Audit’s concerns will be reported to the General Purposes and Audit Committee and to the Improvement Board as part of the Croydon Renewal Plan.	<p>Phase 1 of the review have been established and the work on the 75 recommendations in the initial review is ongoing. A progress update on the implementation of these recommendations went to GPAC in April. This included notice on completion of the Capital Programme review, Updated MTFS and new financial governance arrangements.</p> <p>Further updates on these will be presented to GPAC, with a date set for September.</p> <p>In March ELT agreed a renewed Internal Audit Governance Framework. The agreed framework states the Head of internal Audit is to regularly prepare reports for DLTs and ELT (4 times a year for each) to ensure visibility on existing concerns and mitigating actions in place,</p> <p>The Head of Internal Audit is regularly attending GPAC and can use the meeting as an opportunity</p>	<p>The next update on the Finance Review is scheduled for GPAC September 2021</p> <p>An update in this action plan will be shared in the Q.3 update</p>	Interim Director of Finance (S151)

	<p>to provide updates on concerns and the management actions being delivered to address the concerns.</p>		
<p>ii) That a piece of work be undertaken to clarify the roles of GPAC and Scrutiny to reduce duplication and ensure right things are being reviewed at the right time</p>	<p>Updates on phase 1 of the Finance Review are currently scheduled on the GPAC work plan up until September including updates on phase 1. It is suggested that it remain this way but Scrutiny call in as they feel appropriate to ensure correct level of challenge. The next update will be received at GPAC in September 2021 with a further update provisionally scheduled for February 2022.</p> <p>Phase 2 and 3 of the finance review have been paused to prioritise other pieces of work.</p> <p>The respective roles of GPAC and Scrutiny will be clarified as part of the wider review of the Constitution. (see LBC Recommendation 1)</p>	<p>COMPLETE</p>	<p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive</p> <p>Interim Director of Finance (S151)</p>

Recommendation 11			
The s151 officer needs to revisit the Growth Zone assumptions following the pandemic and make recommendations to Cabinet and Council for the continued investment in the scheme.			
Cabinet Member Accountability: Councillor King, Cabinet Member for Croydon Renewal			
Action	Progress made to date	Status/Updated Deadline	Accountability
i) The Council have commissioned PwC to undertake a strategic review of the Growth Zone with completion expected November 2020. The report with recommendations on a way forward will be discussed with Cabinet and agreed by Members.	PwC report to cabinet made recommendations on future of Growth Zone. These are now being implemented	COMPLETE	Interim Director of Finance (S151)
ii) Revised financial model profile to be presented alongside budget review in February 2021 to Cabinet, General Purposes and Audit Committee and the Scrutiny and Overview Committee.	The March cabinet report sets out a direction of travel, with 1 year of capital expenditure. Considering the current macro-economic climate (i.e. impact of pandemic) and challenges facing Croydon and its economy, this means that the financial model will need updating throughout this calendar year. Dates for GPAC and Scrutiny & Overview Committee are being scheduled. An update on the report will go to Cabinet in December 2021.	Further update to be provided in December 2021	Interim Director of Finance (S151)
iii) Cabinet paper with revised profile and recommendations to be issued March 2021.	See 11ii	COMPLETE	Interim Director of Finance (S151)
iv) The Council needs a mechanism in place to review projects to use the learning to inform any future work. This should be extended across all areas of the Council, with learning retained centrally as a corporate resources.	Project closure process in place as part of the governance of all projects.	COMPLETE – but needs further development to be embedded into BAU fully	Interim Director of Finance (S151)

Recommendation 12 – HIGH PRIORITY			
The s151 officer should review the financial rationale and associated risks and make recommendations to Cabinet and Council on whether the Revolving Investment Fund should continue.			
Cabinet Member Accountability: Councillor King, Cabinet Member for Croydon Renewal			
Action	Progress made to date	Status/Updated Deadline	Accountability
i) The Council have commissioned PwC to undertake a strategic review of the Revolving Investment Fund with completion expected in November 2020. The report with recommendations on a way forward will be discussed with Cabinet and agreed by Members.	Report by PwC on governance & strategic review delivered in November 2020 to Cabinet. Treasury Management strategy updated 1st March 2021 limits new lending under the RIF to BBB working capital loans only	COMPLETE	Interim Director of Finance (S151)
ii) Recommendations to be presented alongside budget review in Feb 2021 to Cabinet, General Purposes and Audit Committee and Scrutiny and Overview	See recommendation 12i	COMPLETE	Interim Director of Finance (S151)
iii) Cabinet paper with recommendations to be issued March 2021.	See recommendation 12i	COMPLETE	Interim Director of Finance (S151)

Recommendation 13			
The s151 officer should review the purchase of Croydon Park Hotel to identify lessons learned to strengthen future due diligence arrangements.			
Cabinet Member Accountability: Councillor King, Cabinet Member for Croydon Renewal			
Action	Progress made to date	Status/Updated Deadline	Accountability
i) The Council have commissioned PWC to undertake a strategic review of assets that have been purchased with completion expected in November 2020. The report with recommendations on a way forward will be discussed with Cabinet and agreed by Members.	On February 18 th Cabinet agreed the approach set out in the Interim Assets Strategy. This included, in the appendices, options for an approach on the future of Croydon Park Hotel. An update with a decision on the future of Croydon Park Hotel is provisionally scheduled for September 2021.	COMPLETE	Interim Director of Finance (S151)
ii) Recommendations, including lessons learned, will inform changes required to governance arrangements and training/development that might be required. These recommendations to be presented alongside budget review in February 2021 to Cabinet, General Purposes and Audit Committee and Scrutiny and Overview.	Under Treasury management strategy changes no new investments will be made. Lessons learned paper to be prepared.	September 2021	Interim Director of Finance (S151)
iii) Review and re-write the asset investment strategy that was approved by Cabinet in October 2018 incorporating advice from each of the Strategic Reviews. The review will explicitly consider best practice from the sector and lessons learned from other local authorities, the external auditor and the National Audit Office on effective investment practice.	Interim Asset Strategy has been approved at February 18 th Cabinet to fast track income generation and achieve “quick wins.” A 3 year 21-24 Asset Strategy is being developed provisionally set for January 2022 Cabinet.	COMPLETE	Interim Director of Finance (S151) / Interim Corporate Director of Place
iv) Cabinet paper with recommendations to be issued March 2021. Update to be provided at Scrutiny on 9 th February	The Interim Assets Disposal Strategy, was discussed at both Cabinet and Scrutiny & Overview Committee in February.	COMPLETE	Interim Director of Finance (S151)

Recommendation 14 – HIGH PRIORITY

The Cabinet and Council needs to re-consider the Treasury Management Strategy for ongoing affordability of the borrowing strategy, the associated risks and identify whether alternative options can reduce the financial burden.

Cabinet Member Accountability: Councillor Young, Cabinet Member for Resources and Financial Governance and Councillor King, Cabinet Member for Croydon Renewal

Action	Progress made to date	Status/Updated Deadline	Accountability
i) The Treasury Management Strategy will be reviewed as part of the budget setting for 2021/22 and will take into consideration the outcome of the strategic reviews to factor in the overall financial position and best practice from other local authorities. The report with recommendations on a way forward will be discussed with Cabinet and agreed by Members.	Treasury Management strategy updated and agreed by Council on 8 th March 2021	COMPLETE	Interim Director of Finance (S151)
ii) The outcome of the strategic reviews that the Council have commissioned will inform the Treasury Management Strategy for 21/22 onwards and any changes in governance that may be required.	See recommendation 14i	COMPLETE Embedded into BAU	Interim Director of Finance (S151)

Recommendation 15 The Chief Executive should arrange detailed Treasury Management training to assist Members to better understand and challenge the long-term financial implications of matters reported within the Treasury Management Strategy.			
Cabinet Member Accountability: Councillor Young Cabinet Member for Resources and Financial Governance			
Action	Progress made to date	Status/Updated Deadline	Accountability
i) Members to attend training sessions facilitated by the Local Government Association to cover treasury management to enable better and effective financial leadership.	Treasury management training was offered to all members on the 3 rd March 2021. Session was recorded and will be distributed to all Members and all budget managers.	COMPLETE	Chief Executive

Recommendation 16

The s151 officer should revisit the Minimum Revenue Provision policy to demonstrate that a prudent approach is being taken.

Cabinet Member Accountability: Councillor King Cabinet Member for Croydon Renewal

Action	Progress made to date	Status/Updated Deadline	Accountability
i) Link Asset Management has been commissioned to carry out a review of the Minimum Revenue Position policy. The report with recommendations will be discussed with General Purposes and Audit Committee and then on to Cabinet.	Minimum Revenue Provision Policy Statement 2020/21 went to Cabinet 1 st March as part of the Treasury Management Strategy.	COMPLETE	Interim Director of Finance (S151)

Recommendation 17
 The Cabinet and Council should reconsider the financial business case for continuing to invest in Brick by Brick before agreeing any further borrowing.

Cabinet Member Accountability: Councillor Hamida Ali, Leader of the Council

Action	Progress made to date	Status/Updated Deadline	Accountability
i) PwC has been commissioned to undertake a strategic review of Brick by Brick with completion expected in November 2020. The report with recommendations regarding the financial business case will be reviewed by the Scrutiny and Overview Committee prior to being presented to Cabinet.	<p>This specific action is complete however, ongoing activity with regard to BBB still needs to be taken hence further updates suggested.</p> <p>Phase 1 of the Strategic Review set out a number of options around BBB. This was received at Cabinet in November 2020 and it was agreed by members for further work to be carried out to advice on the best approach for BBB.</p> <p>The additional paper went to Cabinet in February 2021. It recommended an approach to build out of sites by Brick by Brick combined with a sale of sites under construction whilst still considering the option of a sale of the business, with a further report to come to Cabinet.</p> <p>On July 12th Cabinet approved recommendations to reject a purchase offer for BBB and agree a modified build out scenario of 23 sites be implemented. The Council</p>	Next update due in January 2022	Chief Executive

	<p>will receive reports on BBBs financial position, sales, contractual issues and other relevant matters on a monthly basis. Quarterly updates from these will also go to Cabinet.</p>		
<p>ii) Council to review the risks relating to Brick by Brick to ensure they are appropriately listed on the risk register</p>	<p>The Risks for Brick by Brick have been reviewed and are as follows per the Corporate Risk Register:</p> <ol style="list-style-type: none"> 1. Investigation or ownership taken on all activities that the Council undertakes by the Executive Leadership Team, Cabinet and all Scrutiny Committees (including GPAC). 2. There is no effective challenge, review, investigation or ownership taken on all activities that the Council undertakes by the Executive Leadership Team, Cabinet and all Scrutiny Committees (including GPAC). <p>**These risks specifically relate to financial strategy, treasury management strategy (including borrowing), capital investment strategies and appropriateness of continuing investment and association with BBB**</p>	<p>COMPLETE - Embedded into BAU</p>	<p>Interim Director of Finance (S151)</p>

	<p>The Corporate Red Risk Register is reviewed monthly at ELT to review and update risks where necessary.</p>		
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Recommendation 18 – HIGH PRIORITY
 The Cabinet and Council should review and reconsider the ongoing financial rationale for the Council in the equity investment arrangement with Brick by Brick.

Cabinet Member Accountability: Councillor King Cabinet Member for Croydon Renewal

Action	Progress made to date	Status/Updated Deadline	Accountability
i) PwC has been commissioned to undertake a strategic review of Brick by Brick. The report and recommendations will consider the ongoing financial rationale and equity invested and will detail options for the Council that will be considered by the Scrutiny & Overview Committee Cabinet prior to being presented to Cabinet.	<p>This paper went to Scrutiny & Overview Committee and Cabinet in February 2021.</p> <p>The Cabinet paper noted that the Council has never made any equity payments, as planned, and is not in the financial position to do so. It was noted BBB sales proceeds were meant to be placed in an account for the Council to apply interest repayment and, if excess, to substantive loan repayment. Unfortunately, this process has not occurred and instead sale proceeds were retained by BBB effectively replacing the Council's equity share.</p> <p>The Council needs to review existing arrangement, change the current agreements or replace it with fresh loans.</p> <p>It is recommended that the current arrangements continue but in a modified way to give Brick by Brick capacity to have working capital to</p>	COMPLETE	Chief Executive

	ensure that funds are available to build out units on site		
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Recommendation 19
 The s151 officer and monitoring officer should monitor compliance with loan covenants with Brick by Brick and report any breaches to Members.

Cabinet Member Accountability: Councillor King Cabinet Member for Croydon Renewal

Action	Progress made to date	Status/Updated Deadline	Accountability
<p>i) Loan covenants are within scope of the PwC strategic review and will be considered as part of the overall recommendations.</p> <p>A review of the existing loan covenants and their governance is to be undertaken. Learning from this review, a new system of control for all loan agreements entered into by the Council will be presented to Members and this will form part of the new Corporate Finance, Performance and Risk reporting system.</p> <p>The review and the proposed new system for loan covenants will be presented to GPAC & Scrutiny and Overview Committee prior to being presented to Cabinet for approval.</p>	<p>Loan agreements to be redrafted to provide a comprehensive single agreement</p> <p>The February Cabinet report agreed that detail of the revised loan scheme be delegated to the Chief Executive after consultation with the leader and appropriate lead members.</p>	<p>COMPLETE Embedded into BAU</p>	<p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive</p> <p>Interim Director of Finance (S151)</p>

Recommendation 20 – HIGH PRIORITY

The Cabinet and Council should review its arrangements to govern its interest in subsidiaries, how the subsidiaries are linked, and the long-term impact of the subsidiaries on the Council’s financial position and how the Council’s and taxpayers’ interest is safeguarded.

Cabinet Member Accountability: Councillor Young, Cabinet Member for Resources and Financial Governance

Action	Progress made to date	Updated Deadline/ Status/Updated Deadline	Accountability
<p>i) An audit of the Council’s approach to membership of each subsidiary board will be undertaken. The audit will involve officers of the Council and any Chairs/Members of company boards.</p>	<p>A working group was established to work through the existing list of companies that the Council has an interest in. Relevant officers and Directors of company boards were invited to present a paper at each of the working group meetings to discuss the company/companies they are involved with.</p> <p>These informed renewed governance arrangements which were approved by Cabinet on 26th July 2021, establishing the Croydon Companies’ Supervision and Monitoring Panel (CCSMP) and approving its terms of reference.</p> <p>As part of a refreshed approach to membership the S151 Officer in consultation with the Chief Executive, has delegated authority to appoint and remove nominated Directors from the board of Group entities.</p>	<p>COMPLETE – governance arrangements embedded into BAU</p>	<p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive</p> <p>Interim Director of Finance (S151)</p>

<p>ii) As part of this review the membership balance of the boards will be considered in aggregate in regard to best practice for achieving diversity, skill set, sectoral knowledge and Croydon Council representation.</p>	<p>The terms of reference for CCSMP includes the following: <i>“In fulfilling its responsibilities the CCSMP will: Evaluate effectiveness of Group entity board governance structure and processes and recommend changes as required, including with a view to achieving diversity, skill set, sectoral knowledge and appropriate representation.”</i></p> <p>This measure will help ensure diversity, equality and inclusion aspects will be considered in all future decisions on membership.</p>	<p>COMPLETE – governance arrangements embedded into BAU</p>	<p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive</p> <p>Interim Director of Finance (S151)</p>
<p>iii) External guidance on best practice will be sought. Roles, responsibilities and legal requirements for local authority company directors and guidance on skill set will be sought and this will include the best way to assess the competence of Members and Chief Officers for these roles.</p>	<p>Principles of Good Governance have been embedded within the terms of reference for CCSMP. These principles consider best practice at other local authorities including Nottingham City Council, Birmingham City Council, Ealing Council and Wirral Council.</p> <p>Furthermore, the terms of reference include the following: <i>“In fulfilling its responsibilities the CCSMP will: Receive updates and training in respect of best practice for company governance and associated matters”</i></p>	<p>COMPLETE – External guidance will be continually sought as BAU</p>	<p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive</p> <p>Interim Director of Finance (S151)</p>

<p>iv) Process for identifying gaps in knowledge and or experience will be brought forward to include training considerations. If necessary interim arrangements will be made to remove risks and ensure effective governance.</p>	<p>The Principles of Good Governance, which are embedded within the terms of reference for CCSMP, include the following:</p> <ul style="list-style-type: none"> • <i>“Directors of the Group entity must act for the entity, declaring and avoiding any actual or apparent conflict of interest. The Group entity should have skills appropriate to the sector and roles. To ensure this is achieved the Board should have mandatory training including induction, an annual training programme and guidance notes. An annual skills audit and triennial independent review should be used to support the entity Board and identify appropriate external expertise</i> • <i>Council nominated directors and member representatives to receive mandatory training on an annual basis and appropriate indemnity arrangements to be ensured”</i> <p>As explained above (20i), the ability to appoint and remove Directors has also been delegated.</p>	<p>COMPLETE – training referred to and governance arrangements to continue as BAU</p>	<p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive Interim Director of Finance (S151)</p>
<p>v) Essential mandatory training will be undertaken on an annual basis and the retention of the director role for</p>		<p>Next update due in January 2022</p>	<p>Interim Corporate Director of Resources</p>

<p>each Councillor and Council official will rely on completion of the recommended training.</p>	<p>See above for (iv) – the date of the training will be determined in due course through the CCSMP.</p>	<p>Training referred to will continue as BAU</p>	<p>(Section 151) and Deputy Chief Executive Interim Director of Finance (S151)</p>
<p>vi) The impact of these changes will need to be reflected in the Council's Constitution and relevant protocols.</p>	<p>CCSMP's responsibilities, as set out in the terms of reference, includes:</p> <p><i>“Embedding principles of good governance as referenced in Section B of these Terms of Reference, including by making recommendations via the Chair for the Council’s constitution to be amended to reflect the role of CCSMP and recommended corporate protocols, such item to be on the agenda for the first meeting of the CCSMP”</i></p> <p>Work to review the constitution will include ensuring that the Council’s constitution reflects best practice in relation to governance of subsidiaries.</p>	<p>Next update due in January 2022</p>	<p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive Interim Director of Finance (S151)</p>
<p>vii) Support for the effective governance of the Council’s subsidiaries and retaining a corporate overview of activity of individual companies and the whole group of companies is to be developed.</p>	<p>In addition to embedding the Principles of Good Governance section B of the terms of reference.</p> <p>CCSMP's responsibilities, as set out in the terms of reference, includes:</p>	<p>Responsibility referred to will continue as BAU. Next update due in January 2022</p>	<p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive</p>

	<p><i>“Supporting the development of Group entities and the Group”</i>. A full list of responsibilities can be seen here.</p> <p>Further, although Brick By Brick will have separate reporting and governance arrangements, when CCSMP reports to Cabinet, Cabinet will also be asked to note the reports presented separately on Brick By Brick to ensure holistic consideration of the Council’s Group entities.</p>	<p>update on impact of CCSMP.</p>	<p>Interim Director of Finance (S151)</p>
<p>viii) Raise awareness of the timing of the Annual General Meetings of subsidiaries amongst Members.</p>	<p>CCSMP’s responsibilities, as set out in the terms of reference, includes:</p> <p><i>“The CCSMP will, via the Chair, report to Cabinet on a biannual basis at minimum and make recommendations as appropriate. The Chair shall frequently brief relevant Cabinet Members between formal reporting to Cabinet.”</i></p> <p>The Scheduling of this has is being actively discussed through the CCSMP.</p>	<p>Next update due in January 2022</p> <p>Updates from CCSMP chair will continue as BAU.</p>	<p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive</p> <p>Interim Director of Finance (S151)</p>
<p>IX) Cost effective mechanism to publish Board membership of Council subsidiaries to be investigated</p>	<p>Board membership of subsidiaries can be included within CCSMP’s</p>	<p>Updates from CCSMP chair will continue as BAU.</p>	<p>Interim Corporate Director of Resources (Section 151) and</p>

	<p>bi-annual reports to Cabinet (see Rec 20 – VIII).</p> <p>Other company and Directorship information already publicly available on company's house.</p>		<p>Deputy Chief Executive</p> <p>Interim Director of Finance (S151)</p>
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LBC Recommendation 1
 Given the challenges ahead there will need to be improvement of the Council’s approach to risk management to enable a satisfactory turnaround of the financial position.

Cabinet Member Accountability: Councillor King Cabinet Member for Croydon Renewal

Action	Progress made to date	Status/Updated Deadline	Accountability
i) An externally led review of the Council’s appetite for risk needs to be undertaken with Members and Officers to ensure that the council’s financial capacity for managing risk is fully understood.	Cabinet risk management session has been carried out which will need to have a follow up session during the 21/22 financial year. A selection of Officers across the Council have been given access to the Risk software to download and edit risk entries. This has included 1-1 training sessions on the creation of risks and the use of software.	Training rollout has commenced and is scheduled to be completed by end March 2022.	Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive Director of HR Head of Democratic Services
ii) Corporate Finance, Performance and Risk management to be combined into one reporting function to remove silo thinking and increase the rigour to enable delivery of services, savings plans and the overarching Improvement Plan. This will require one new unified system of corporate reporting.	PMO developing initial Corporate Finance, Performance and Risk report. These reports will be developed monthly and will provide updates from across the Council on key KPIs. A Cabinet report on the process of reporting was provided on April 12 th 2021. The June 7 th Corporate Finance, performance & Risk report iteration will provide a final set of CRP measures, and targets set to date,	COMPLETE – Embedded into BAU with monthly reports to Cabinet	Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive

	<p>as well as a further update on the work streams in place to produce a full set of corporate performance reports by September 2021 Cabinet.</p> <p>The monthly reports will develop over time as recommendations are progressed.</p>		
<p>iii) Risk considerations to be made at the outset of all new decisions will ensure the Council has capacity, capability and financial resources needed to deliver. The assessment of risk is on the individual decision and its impact on the whole of the Council.</p>	<p>All new programmes of work will be subject to sign off at the Programme Steering Group who will be able to provide a council wide view and ensure that risks have been considered. This process is in evolutionary phase so it is too soon to record this action as complete.</p> <p>Updates have been made to handling of Corporate Risk Register to improve presentation and to promote ownership across Directorates. Risks now presented to ELT on a monthly basis.</p>	<p>Next update due in January 2022</p> <p>To become BAU</p>	<p>All Corporate Directors</p>
<p>iv) Develop training for Members and Officers to understand effective risk management.</p>	<p>An initial workshop on risk took place in January 2021.</p> <p>In addition, per recommendation LBC 3 - i, this will form part of the wider Member Learning & Development Programme as approved by Members Learning &</p>	<p>Update provided – training to be delivered by March 2022.</p> <p>To be confirmed in Q.4 Update. To become BAU</p>	<p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive</p> <p>Interim Director of Finance (S151)</p>

	<p>Development Committee on July 13th 2021.</p> <p>This training is aimed to be delivered by March 2022. Appropriate Training for Members will continue to be offered as BAU going forward.</p>		<p>Director of HR</p> <p>Head of Democratic Services</p>
<p>v) The Council to review the terms of reference in regards the General Purposes and Audit Committee and Scrutiny & Overview Committee with regards to risk management to ensure there are no gaps in governance, to remove silo thinking and that both committees have a clear understanding of their responsibilities. This will include new guidance and joint training</p>	<p>Work to update the GPAC and Scrutiny TOR is being progressed as part of the review of the Constitution, aligned with the process of introducing an Independent Chair.</p> <p>Training for Scrutiny Members to understand their roles will accompany adoption of a new approach to scrutiny in response to the CfGS Scrutiny Improvement Review. Training for GPAC members will be implemented following the appointment of the Independent Chair.</p>	<p>Next update due in January 2022</p>	<p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive</p>
<p>vi) Councillors to be provided overview of Council risk function and how risks are constantly monitored and updated in the organisation</p>	<p>Cabinet training workshop took place in January 2021.</p> <p>Officers will look at opportunities to provide key learning to members through refreshed work programme for 2022. (see LBC 3- i)</p>	<p>COMPLETE</p>	<p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive</p>

LBC Recommendation 2 Clarifying member and officer roles to support good governance arrangements			
Cabinet Member Accountability: Councillor Young Cabinet Member for Resources and Financial Governance			
Action	Progress made to date	Status/Updated Deadline	Accountability
<p>i) The Council will need to undertake a review to consider its operating model to ensure it has capacity and specialist skills required to deliver the financial and operational improvements that are needed to deliver.</p>	<p>A restructure proposal has been approved by Full Council. This should be live Autumn 2021.</p> <p>A review of the Council's Internal Governance Meeting is in its final stages and its implementation should be aligned with the restructure going live.</p>	<p>Next update due in January 2022</p>	<p>Chief Executive</p>
<p>ii) The Member/Officer protocol is to be reviewed to ensure that it gives clarity on the respective roles and responsibilities for both Members and officers. The protocol should also explicitly place the seven principles of public life, known as the Nolan principles, at its heart.</p> <p>https://www.gov.uk/government/publications/the-7-principles-of-public-life.</p> <p>Training will be held for all Councillors and senior officers to develop good practice.</p>	<p>On May 26th a report reviewing the TOR of Ethics Committee went to the Committee and consequently a new work plan was adopted.</p> <p>An outline Training programme is being developed for all members including where appropriate, specific training for committee members (see LBC 3- i)</p> <p>The Member Code of Conduct is being reviewed, based on the new LGA Model Code of Conduct, with the Nolan principles at its heart: the revised Code will be presented to Council at its meeting on 11 October 2021 for adoption.</p>	<p>Training offer finalised.</p> <p>Training to be delivered with aim to fully deliver by March 2022.</p> <p>Capacity for Members and officers to undertake this review may be impacted by the need to focus attention on redrafting the constitution in preparedness for</p>	<p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive</p> <p>Head of Democratic Services</p>

	The Member/Officer Protocol will be reviewed as part of the wider review of the constitution, informed by the new Member and Staff Codes of Conduct.	a directly elected mayor in May 2022.	
iii) A review of the member and officer Codes of Conduct will be undertaken to incorporate any learning from recent events and to ensure that they explicitly include the seven principles of public life, known as the Nolan principles, as the basis of the ethical standards expected of elected and appointed public office holders.	The Member Code of Conduct is being reviewed, based on the new LGA Model Code of Conduct, with the Nolan principles at its heart: the revised Code will be presented to Council for approval on 11 October 2021. This is linked to LBC2 - ii.	See LBC 2 ii above.	Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive
iv) Development sessions for Members and officers to better understand each other’s respective roles.	The review and revision of the Councillor/ Officer Protocol will include development sessions for members and officers to better understand each other’s respective roles. See LBC Recommendation 2 ii and iii and LBC Recommendation 3 i.	See LBC 2 ii above. Next update due in January 2022 To become BAU	Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive
v) Review the level of support and advice Scrutiny & Overview Committee and the General Purposes and Audit Committee receives from the Head of Paid Services, Section 151 Officer and Monitoring Officer to ensure that the advice is in line with their statutory responsibilities. With this include clarification on the ability and process for members to request information.	Meetings have been held between the Head of Paid Service, S151 officer, Monitoring Officer and Scrutiny Chairs to provide opportunity for regular discussion and planning.	Further update to be provided in January 2022	Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive

	<p>The Scrutiny and GPAC Workplan is also being linked in to the Council’s forward plan.</p> <p>Adoption of a new approach to scrutiny in response to the CfGS Scrutiny Improvement Review will ensure that scrutiny’s work planning is supported by appropriate information and officer advice.</p> <p>An Access to Information Protocol, informed by the CfGS Scrutiny Improvement Review was presented to Ethics Committee in September 21 and further revisions will be presented to the November meeting for approval.</p>		
<p>vi) Review the capacity of the organisation to support the Scrutiny & Overview Committee and the General Purposes and Audit Committee so that activity is prioritised within the financial resources for these functions.</p>	<p>This needs to be considered in conjunction with LBC Recommendation 2 v. See above therefore.</p> <p>At its meeting on 11 October Council will formally agree to appoint an independent chair to the General Purposes and Audit Committee.</p>	<p>Further update to be provided in January 2022</p>	<p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive</p>

LBC Recommendation 3			
Ensuring that Members are appropriately trained across all aspects of the Council’s financial duties and responsibilities			
Cabinet Member Accountability: Councillor Young, Cabinet Member for Resources and Financial Governance			
Action	Progress made to date	Status/Updated Deadline	Accountability
i) A detailed training and development programme is being designed to enable all Members to fulfil their roles in regard to their role with sufficient rigour. The programme being developed will cover: <ul style="list-style-type: none"> • Financial management to include the importance of effective budget setting, a robust Medium Term Financial Strategy and rigorous budget monitoring (Add reserves) • Understanding funding sources, eg general fund, housing revenue account and direct schools grant • The role of Audit and the external auditor • Treasury management and capital strategies and the Council’s approach to subsidiaries • Risk assessment • Commercial Investment • Mentoring • Commissioning and Procurement Process • ASC Budget • Transformation Funding • Statutory and non-statutory services 	<p>An outline training programme for all members, including where appropriate specific training for committee members, was approved by the Members Learning & Development Panel on July 13th 2021. It has been aligned with the actions in the RIPI action plan to ensure all aspects covered. Detailed planning is now underway to ensure delivery by March 2022.</p> <p>Some training has already been carried out during the latter part of 2020/early 2021. This includes Finance, Treasury Management, Risk.</p> <p>The Council will ensure training attendance is recorded on Mod.gov.</p> <p>The training offer will be refreshed annually and continually offered to members as BAU going forward. A members induction programme for May 2022 will be informed by the RIPI recommendations.</p>	<p>Training offer finalised</p> <p>Training to be delivered with aim to fully deliver by March 2022.</p> <p>To become BAU</p>	<p>Chief Executive</p> <p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive</p> <p>Director of HR</p> <p>Head of Democratic Services</p>

<p>ii) Further work on Cabinet development will be undertaken to support members to explore priorities for the new Cabinet, agree how the Members will work together to make the most of shared skills and consider individual and collective leadership styles and ways of working.</p>	<p>LGA have carried out a facilitated session for Cabinet members</p>	<p>COMPLETE</p>	<p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive</p>
<p>iii) Target support to be provided for Cabinet Members, Scrutiny & Overview Committee Members and General Purposes and Audit Committee Members to strengthen the approach to reviewing the emerging plans, actions and risks that are being developed as part of the Croydon Renewal Plan, Financial recovery and progress against the Report in the Public Interest. In particular the training will include:</p> <ul style="list-style-type: none"> • The role of Scrutiny and Overview in relation to finance and General Purposes and Audit Committee • Developing an effective culture of scrutiny and key questioning skills • Maintaining a ‘big picture’ view of the financial pressures affecting the council • Assessing effectively budget and financial plans, budget monitoring, reserves approach • Challenging how resources are allocated • Scrutinising partnership arrangements • Key finance issues for Scrutiny and Overview Committee to consider 	<p>An Access to Information Protocol, informed by the CfGS Scrutiny Improvement Review, was presented to Ethics Committee in September 21 and further revisions will be presented to the November meeting for approval.</p> <p>A Training offer is being developed for all members including where appropriate, specific training for committee members (See LBC3 – i).</p>	<p>Further update to be provided in January 2022</p> <p>To become BAU</p>	<p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive</p>

LBC Recommendation 4
 The Council develops an improvement programme that has the necessary elements for it to function effectively and within its financial resource.

Cabinet Member Accountability: Councillor Hamida Ali, Leader of the Council

Action	Progress made to date	Status/ Updated Deadline	Accountability
i) Implement new Council management arrangements that ensure: <ul style="list-style-type: none"> • the delivery of high quality statutory services • finances are appropriately managed and controlled • a sound understanding of risk management is at the heart of the organisation 	<ul style="list-style-type: none"> • Corporate Restructure approved and senior recruitment campaign due to start in August • Risk Register format and style updated. Now regularly reviewed at ELT and DLTs. • Interim Assets Strategy in implementation stage with number of assets targeted to be disposed by end of financial year. • New process for monthly Corporate Finance, Performance and Risk reporting in place 	Update provided Further update to be provided for Q.3 To become BAU	Chief Executive Officer
ii) Working with local residents, rebuild the trust with their local Council by focussing on effective delivery of core services, responding promptly and appropriately to queries and complaints and learning from good practice as well as failures and from each other.	A Cabinet paper on Croydon Renewal Community Engagement to establish a Community Panel went to May Cabinet with operating principles and outcomes defined. The Panel is seen as a key element on our journey to becoming more transparent, open and honest in our ways of working. The Panel will also represent a link between our communities and the delivery of the	Ongoing – To be updated every quarter To become BAU	Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive

	<p>wider Croydon Renewal Improvement Plan. The implementation of this is to be finalised.</p> <p>Sessions with residents have taken place in relation to Regina Road to open up direct communication links between officers and those affected.</p> <p>Rebuilding trust with residents will be an ongoing process with residents as we improve our cultures and systems to be the Council our resident’s needs. An update will continue to be provided against this action for the foreseeable future therefore.</p>		
<p>iii) Introduce a new system of internal control focussed on finance, performance and risk to manage financial expenditure, risk management, service performance and the delivery of Council priorities. This will follow a monthly cycle of Departmental Leadership Teams, Executive Leadership Team, Cabinet and Scrutiny & Overview as appropriate.</p>	<p>New process for monthly Corporate Finance, Performance and Risk reporting in place.</p> <p>Work to align financial/HR data with the restructure is ongoing and is expected to be live in Autumn.</p>	<p>Update provided – next update for Q.3</p> <p>To become BAU</p>	<p>Chief Executive Officer</p>
<p>iv) Building on the work done to date and listening to staff concerns about equality and diversity in the workplace, co-create a working environment that respects and values all our staff and take positive action to ensure that this is the case.</p>	<p>Following the all-staff conference and the series of staff roadshows held Spring 2021. Further engagement with staff is planned for Autumn 2021 to provide an update to staff on the CRP and underline and continue to promote positive systemic and cultural changes.</p>	<p>Ongoing – To be updated every quarter</p> <p>To become BAU</p>	<p>Interim Assistant Chief Executive</p>

	<p>The Council is committed to creating a positive culture for all and continues to recognise it will take time to build staff trust and confidence.</p> <p>In addition, to the Guardians Programme detailed in the previous update the Council has implemented a series of monthly Tea Talks to provide staff a means to share experiences and discuss sensitive issues in a safe space.</p>		
v) Create a new system of staff performance appraisal, co-created with staff and agreed with the trade unions.	<p>The Council has implemented a light touch solution to appraisals for 2020/2021 to recognise the sheer level of work and commitment staff have shown in the last year.</p> <p>Further work on re-developing appraisals in the longer term is ongoing.</p>	<p>Next update January 2022</p> <p>To become BAU</p>	<p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive</p> <p>Director of HR</p>
vi) By working with Council staff, co-create an environment that is open to listening, free from fear, built on trust and openness and reflects the diverse borough that we serve.	<p>See recommendation LBC 4 iv</p>	<p>Ongoing – To be updated every quarter</p> <p>To become BAU</p>	<p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive</p> <p>Director of HR</p>
vii) Agree a training programme for Council staff that includes finance for non-financial managers, Business Case Development, understanding risk,	<p>The Council training budget will be held centrally to assist with developing a corporate approach to staff training that creates</p>	<p>Update to be included in Quarter 3</p>	<p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive</p>

<p>project management and the Council’s own governance processes.</p>	<p>consistency and efficiency in the way this is managed and delivered. The more specific approach to these areas for training will be agreed once the forensic financial exercise is complete.</p> <p>The forensic audit includes recommendations for improved training of budget managers and finance staff that need to be worked up.</p>	<p>To become BAU</p>	
<p>viii) Ensure the actions contained in this plan are supported by a corporate programme office that can provide assurance to Members.</p>	<p>A PMO office has been established dedicated to coordinating and supporting the delivery of key improvement actions across the Council. This includes recommendations in the MHCLG Rapid Review, the RIPI and the Croydon Renewal Plan.</p>	<p>COMPLETE Embedded as BAU</p>	<p>Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive</p>
<p>ix) Corporate level sponsorship to be allocated to all projects to ensure clarity of responsibility for delivery.</p>	<p>ELT members already allocated across all actions. Further project managers to be identified to deliver the recommendations.</p>	<p>COMPLETE</p>	<p>Chief Executive</p>
<p>x) Work needs to be undertaken as a priority to understand the future model of the Council, which would inform the direction of travel in the improvement journey.</p>	<p>See recommendation LBC 2 - i</p>	<p>This is being progressed. Work to be complete and</p>	<p>Chief Executive</p>

		reported on for Q.3 update	
xi) Council is to provide appropriate officer support to Scrutiny in order that it can fulfil its role.	See recommendation LBC 2 - V	This is being progressed. Further update to be provided Q.3 To become BAU	Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive

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Key:

	Action fully completed and, where appropriate, now part of Council's governance framework.		Action substantially completed.		Action still in progress		No action taken
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Extract from April 2021 update report					Summary of Internal Audit work - Evidence obtained and seen
Ref	Recommendation	Action	Progress made to date	Updated Deadline	
1a(iv)	The Executive Director Children Families and Education needs to address the underlying causes of social care overspends in children's social care and take effective action to manage both the demand and the resulting cost pressures.	iv) Secure independent external challenge through the Partners in Practice programme to enable valid judgements to be made about the correct level of funding to meet the needs of Croydon's children in care.	Report from LB Camden received under Partners in Practice Programme – December 2020 Independent Financial Adviser commissioned by the DfE to provide expert challenge and support commenced on 22/2/21 for a period of 9 months.	Complete Ongoing support until November 2021	Copies of parts 1 and 2 of the 'Review of Croydon's Children Looked After Service' by the London Borough of Camden, dated 'October/November 2020' and 'December 2020' respectively were obtained. Part 1 looked at proposals for the redesign of the service, while Part 2 looked at (a) commissioning arrangements, (b) the changing needs/profile of children looked after and unaccompanied asylum seeking children, (c) the availability and resourcing of good quality services, (d) transitions issues and permanency planning. Examination of the 'Croydon Financial Transformation Advisor Spec 221220' and the 'DfE Advisor Report May 2021' confirmed that a DfE advisor commenced their <i>role on 22 February 2021 on a 9 month contract to look at improvements and transformation within Croydon's Children's Services Finance</i> . The 'DfE Advisor Report May 2021' being an 'Initial Progress Report' detailing actions and recommendations to date, as well as future tasks.
1b(i)	The Executive Director Health, Wellbeing and Adults needs to address the underlying causes	i) Commission a diagnostic of spend and opportunities to be carried out by the	This was carried out and used during November 2020 to inform development of the	COMPLETE	It was confirmed that the 'Observations of Croydon Adult Social Care' by the Local Government Association (dated 5 November

Extract from April 2021 update report					Summary of Internal Audit work - Evidence obtained and seen
Ref	Recommendation	Action	Progress made to date	Updated Deadline	
	of social care overspends in adults social care and take effective action to manage both the demand and the resulting cost pressures.	Local Government Association (LGA) National Care & Health Improvement Adviser Finance and Risks to inform future shape of transformation opportunities.	Adult Social Care Improvement Plan		2020) were presented as part of the 'ACS Budget Workshop' in November 2021. The 'Adults Social Care Improvement Plan 2021 – 2024' confirms in paragraph 1.3 that, ' <i>Working closely with a Local Government Association (LGA) Adults and Finance expert, we have reviewed every aspect of our budget. We have modelled plans to deliver significant savings over three years, based on LGA recommendations.</i> '
1b(ii)	The Executive Director Health, Wellbeing and Adults needs to address the underlying causes of social care overspends in adults social care and take effective action to manage both the demand and the resulting cost pressures.	ii) Review the current service delivery models of adult social care and gateway services to right size the budget and delivery model to benchmark with comparator Councils in relation to population and service outcomes.	Data has been collected which provides benchmarking of Croydon ASC care spend vs other Councils, this was factored in to the Adult Social Care Improvement Plan. Budget modelling has been agreed for ASC for 21/22 budget. Service modelling forms part of adult's improvement plan.	COMPLETE	The 'Adult Social Care Benchmarking 2019-20' report dated 31 December 2020 demonstrates that the Council had benchmarked against the 152 Councils with Adult Social Care Services Responsibilities in England for the period 1 April 2019 to 31 March 2020. The 'Health, Wellbeing and Adults Budget Development Session' dated 1 October 2020, the 'ACS Budget Workshop' in November 2021 and the Adults Social Care Improvement Plan 2021 – 2024' and the presentation of the Executive Director of Health, Wellbeing and Adults to the Scrutiny Health & Social Care Sub-Committee on 26 January 2021 all included benchmarking data. The Care Cubed tool (detailed in 1b(iii) below) is being trialled to provide the ability to benchmark placements costs with other councils. As detailed in 1B(iv) below, examination of the Croydon Adults Improvement Plan and the Adult Social Care Budget presented to the Scrutiny Health & Social Care Sub-Committee on 26 January 2021 confirmed that budget modelling was agreed in the 2021/22 budget and that

Extract from April 2021 update report					Summary of Internal Audit work - Evidence obtained and seen
Ref	Recommendation	Action	Progress made to date	Updated Deadline	
					service modelling forms part of the Adults Improvement Plan.
1b(iii)	The Executive Director Health, Wellbeing and Adults needs to address the underlying causes of social care overspends in adults social care and take effective action to manage both the demand and the resulting cost pressures.	iii) To create a placements board to challenge the Council on current cost of placements, managing demand for new placements and ensuring value for money in procurement of placements	<p>Placements boards have been implemented in the Council to challenge placements and reduce expenditure.</p> <p>Daily challenge panel has been in place since S114. All spend is then promoted to the Spend Control Panel, as agreed with then S151 Officer.</p> <p>Placements programme is in place with an agreed scope. Funding also agreed for Care Cubed placements tool agreed at ELT on 8 March 21.</p>	COMPLETE	<p>The 'Placements and packages of care across Children's and Adult's Social Care 2020/21' presentation dated 19 October 2020, as well as the subsequent 'Placements Programme Workstreams – Systems Processes and Payments' dated 26 November 2020 both detailed that:</p> <ul style="list-style-type: none"> A 'Daily Panel – Director / Exec Director to sign off new placements (Res/Nursing)' was actioned and in place. Enquiry clarified that Adult Social Care has a challenge panel at 9am Monday to Friday where cases are presented for approval. The panel consists of the Interim Executive Director (usually) plus a selection of Adult Social Care Heads of Service and a Finance Manager. The case workers have to complete a template which is submitted prior to challenge panel. Each case is reviewed, challenged and a decision on the care is made, (sometimes this will be for a limited time with a requirement for the case worker to re-present, so it is not always a simple yes or no.) The decisions are recorded each day and a summary circulated at the end of each week. A 'placements programme' was in place. Review of the 'Placements and contracts Programme' task pages on Teams showing the progress of the various projects also confirmed the programme to be in place and actively being progressed.

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					<p>The 'Overview Of The 2021-22 Adult Social Care Financial Performance' report provided to the Scrutiny Health & Social Care Sub-Committee at the meeting held on 29 June 2021 confirms that, 'A further £0.026m transformation investment was agreed in Feb 21 for the purchase of a tool called Care Cubed. This allows the service to benchmark placements costs with other councils, enabling stronger provider negotiations.'</p> <p>The copy of the Care Cubed contract provided, confirms that, 'iESE will provide Licensee with access to CareCubed for one year from 1st April 2021 and ending on 31st March 2022' with the option to extend this.</p> <p>An update on Care Cubed by the Head Of Innovation And Change further confirmed that:</p> <ul style="list-style-type: none"> • A series of training was scheduled and had been completed. • Progress was focussed on testing the tool within the Reviews Progression project team. • Analysis is due by end of September 2021 on the cases reviewed using Care Cubed.
1b(iv)	The Executive Director Health, Wellbeing and Adults needs to address the underlying causes of social care overspends in adults social care and take effective action to manage both the demand and the resulting cost pressures.	iv) Use the output from the diagnostic review to remodel financial implications to help shape the Medium Term Financial Strategy (MTFS)	<p>Diagnostic review and benchmarking data has been used to shape the Adult Social Care Improvement plan.</p> <p>Croydon Adults Improvement plan has been fully developed and aligned to budget as signed off at March Cabinet. LBC delivery</p>	COMPLETE	<p>Documents seen for 1b(i), (ii), (iii) above confirm that diagnostic review and benchmarking data has been used to shape the Adult Social Care Improvement plan.</p> <p>Parts 6 and 7 of the Croydon Adults Improvement plan detail the 'Current budget development' and 'Year one and medium term financial strategy proposals' clearly aligning the Plan to the 2021/22 Budget. Likewise the Adult Social Care Budget presented to the Scrutiny Health & Social Care Sub-Committee on 26 January 2021 summarised</p>

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			tracker being updated fortnightly.		that, 'Adult social care continues to be under pressure nationally and locally. The outturn for 2016/17, 2017/18, 2018/19 and 2019/20 demonstrated both an increase in costs and increased use of transformation monies to meet current demand and increased complexities. Increasingly we are seeing residents who fund their own care running out of money, often referred to as 'wealth depleters'. A change in the way we deliver social care in order to reduce spend and live within our available resources is underway.'
2(i)	The Council (including Cabinet and Scrutiny and Overview Committee) should challenge the adequacy of the reserves assessment which should include a risk assessment before approving the budget.	i) Develop a reserves strategy as part of the Medium Term Financial Strategy (MTFS) and present it for approval with the Budget reports to Cabinet and Full Council. This needs to incorporate a clear assessment of risks and liabilities that demonstrate all current and future exposure has been thought through and factored into the recommendations. Strategy to map the financial governance process around agreeing additions to reserves to be included to reduce risk of duplication and that there were no gaps in approach.	The MTFS and 21/22 Budget agreed on 8th March contains a clear strategy for growing the reserves base up to a level which by 23/24 would give a general fund reserve in excess of £60 million.	COMPLETE	Examination of the 'Budget Report 2021/22' presented to Cabinet on 8 March 2021 confirmed plans that '£20m is being earmarked as part of the 20/21 planned capitalisation directive for contribution to the General Balance. With a further increase of £10m 21/22.' (i.e. to increase reserves by £50m). The updated MTFS presented to Cabinet 12 July 2021 confirmed that, 'Part of the approved capitalisation direction request in 2020/21 contained provision to bolster general reserves by a further £15.0m in order to provide sufficient resilience to meet future risks and challenges. The 2021/22 base budget has £10m of contributions to reserves and the MTFS provides for a further £5m of reserves contribution in 2022/23 and a further £5m in 2023/24. This will result in a total of additional £45m in reserves by the end of 2023/24 which should leave a General Fund Reserve balance of £72.5m.'

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2(ii)	The Council (including Cabinet and Scrutiny and Overview Committee) should challenge the adequacy of the reserves assessment which should include a risk assessment before approving the budget.	ii) In considering future budget reports, Cabinet will assure itself that all risks and liabilities have been properly considered by requesting that the Scrutiny & Overview Committee and the General Purposes and Audit Committee review the adequacy of the strategy and its relationship to the MTFS prior to Cabinet taking a decision.	<p>From April 2021 Financial Monitoring reports will be provided to Cabinet on a monthly basis to ensure Members have increased oversight on any emerging pressures or movements.</p> <p>The 21/22 Budget was reported to Scrutiny on 16th February 2021 and comments were verbally reported to cabinet on 8th March 2021.</p> <p>Future year's timescales will need to include time for both this and reference to GPAC and Scrutiny Cross reference to LBC rec 3 as this will form part of the wider Member Development Programme to be developed and agreed</p>	COMPLETE	<p>It was confirmed that 'Financial Monitoring' reports were provided to Cabinet from April 2021, with the:</p> <ul style="list-style-type: none"> • 'Financial Performance Report – Period 11' report provided on 4 May 2021, • 'Financial Performance Report – Month 1' on 7 June 2021, • 'Financial Performance Report – Outturn 2020/21' on 12 July 2021, • 'Financial Performance Report – Month 2' on 26 July, and the • 'Financial Performance Report – Month 3' scheduled for the meeting to be held on 13 September 2021. <p>Examination of the Scrutiny Committee minutes of the meeting held on 16 February 2021 confirmed that the draft 2021/22 budget was reported to this meeting. Examination of the 'Budget Report 2021/22' presented to Cabinet on 8 March 2021 confirmed that item 21 reported that the 21/22 draft budget had been reported to the Scrutiny Committee.</p> <p>Dates for Scrutiny and GPAC are on the Corporate Forward Plan for the 2023/23 Draft Budget</p>
5(i)	The General Purposes and Audit Committee should receive reports on the actions being taken to address the Dedicated Schools Grant deficit and challenge whether	i) The Dedicated Schools Grant recovery plan should be presented to General Purposes and Audit Committee and Scrutiny and Overview Committee for review and agreement	Reviewed at GPAC 4 March 2021	COMPLETE	<p>The minutes of the General Purposes and Audit Committee meeting held on 4 March 2021 are not yet available. Examination of the agenda for the meeting confirms that item 6 was a paper on the 'Dedicated Schools Grant', but that this was an item for the Committee to 'Note' and not to agree or to challenge. However, the 'podcast' of the</p>

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	sufficient progress is being made.	to ensure that it is adequate to meet objectives and timelines that have been set.			meeting clearly evidences that members sought clarification and challenged this item.
5(ii)	The General Purposes and Audit Committee should receive reports on the actions being taken to address the Dedicated Schools Grant deficit and challenge whether sufficient progress is being made.	ii) Special Educational Needs Finance Board to be established and chaired by the interim Director of Education to oversee the delivery of the Dedicated Schools Grant recovery plan.	Initial meetings held with further meetings to be scheduled to update on the progress of the DSG recovery plan.	COMPLETE	Examination of the 'SEND Finance Board: Terms of Reference' confirms that the objectives of the Board includes to, ' <i>Ensure that milestones in relation to the SEND DfE recovery plan and management plan are being met through regular monitoring of this.</i> ' Examination of the Executive Director of Children, Families and Education's Outlook calendar confirmed that the SEND Finance Board met on 19 July 2021, with monthly meetings being diarised until the end of the calendar year.
5(iii)	The General Purposes and Audit Committee should receive reports on the actions being taken to address the Dedicated Schools Grant deficit and challenge whether sufficient progress is being made.	iii) Training to be provided to members to ensure the committee possess a working understand of education funding and budgets	DSG training has been delivered to members of Scrutiny Committee, Labour Group and Conservative Group	COMPLETE	A copy of the PowerPoint slides 'Dedicated Schools Grant (DSG) funding for Croydon' has been provided. The Chair of the Children's & Young People Sub-Committee confirmed that they had a briefing at 2pm on 12 January 2021. As noted in LBC Rec. 3 (ii) below, the 'Member Learning and Development Needs 2021-22' includes 'Education Funding and Budgets' which was 'Delivered to CYP Scrutiny and members of both Cons and Lab Groups' in January 2021.
6(i)	The Executive Director Children, Families and Education needs to review the services provided to UASC and to identify options to meet their needs within the grant	i) Complete a forensic review of grant income against the total expenditure for unaccompanied asylum seeking children and care leavers over the past 3	Review completed and is informing Council's approach to UASC support offer.	COMPLETE	The forensic review was undertaken by the Executive Director of Children, Families and Education, and the Interim Head of Quality Improvement for that department, with modelling by the Independent Financial Adviser commissioned by the DfE (refer to 1a(vi) above).

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	funding provided by the Home Office.	years, including the co-ordination of pan-London arrangements.			This included both unaccompanied asylum seeking children and care leavers. The subsequent report to Cabinet on 7 June 2021 also confirms that detailed modelling took place for unaccompanied asylum seeking children.
7(i)	The Executive Director Children, Families and Education needs to identify the capacity threshold for the numbers of UASC that it has the capacity to deliver safe UASC services to.	i) Draw on the analysis and review at 6 (i) to develop options to establish a capacity threshold for Croydon for unaccompanied asylum seeking children that is commensurate with other Local Authorities and in line with the nationally agreed standards and funding.	The voluntary national rate is the equivalent of 0.07% of the child population. In Croydon that equates to 66 children. This underpins the forensic review and modelling completed in 6i	COMPLETE	The report to Cabinet on 7 June 2021 explains that if the Borough no longer accepts new unaccompanied asylum-seeking children into care, then the number of such children under 18 in the Borough will fall to 66 by 2023/24. The report also acknowledges that this will not substantially reduce the number of asylum seeking care leavers in the Council's care over that same period.
9(i)	The Council (including Cabinet and Scrutiny and Overview Committee) need to show greater rigor in challenging underlying assumptions before approving the budget including understanding the track record of savings delivery.	i) To support the Annual Budget setting process Budget Development Meetings will be held for each department and will be attended by Executive Directors, Corporate Leadership Team and Members with accountability for their service area and staff who are responsible for service delivery that understand what impact growth and savings plans will have on the services. To support this process Members will be provided with a clear set	Proposals were provided to members with a formal decision in November Cabinet. Saving opportunities for 21/22 were set out across all services and have been incorporated into delivery of Croydon Renewal Plan. The Council recognises further savings will be necessary to achieve a sustainable budget in the long term. Discussions for further savings next year will be scheduled starting from April 2021.	COMPLETE	Item 87/20b to the Cabinet meeting held on 25 November 2021 was to: <ul style="list-style-type: none"> • <i>'Consider the additional in-year savings for 2020/21 that will be presented to the extraordinary meeting of Full Council on 1 December 2020 to respond to the S.114 notice.'</i> • <i>Consider and recommend to Full Council the savings proposals for consultation as set out in this report for the Medium Term Financial Strategy and 2021/24 and note that consultation will begin on 9 December 2020.'</i> Appendix B of the paper, the 'Schedule of Proposals for Savings & Investment in 2021/22' provided narrative explaining each savings proposal.

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		of proposals that demonstrate cost pressures (growth) and savings opportunities with narrative and comparators on budget and outcomes delivered to describe the impact of the decisions that are required to be taken			<p>The MTFS update report to the Cabinet meeting on 12 July 2021 detailed that, '<i>Further detailed work around Budget Development is ongoing within the Council and it is too early at this stage to reflect any specific details as such plans have not been fully validated.</i></p> <p>It was also confirmed that a 'Budget Development Group' had been set up, with updates on the work of the Group being provided to the ELT meetings held on 4 and 10 August 2021.</p>
9(ii)	The Council (including Cabinet and Scrutiny and Overview Committee) need to show greater rigor in challenging underlying assumptions before approving the budget including understanding the track record of savings delivery.	ii) To support the budget exercise the Council will seek external support to test the draft budget proposals, seek ideas and good practice and will take the same approach by seeking support for the scrutiny process.	Various support from external sources has been utilised to date to offer capacity and advice. This includes the LGA, Council peers and CIPFA. The Council will continue to use such opportunities moving forward.	COMPLETE	<p>It is evident that the Council has received support and advice from a variety of external sources, including the LGA, the MCHLG and CIPFA, leading up to and subsequent to the S114 notice being issued in 2020. This has also included temporary appointment of experts, such as Financial Consultants, the Governance Improvement Adviser and the Improvement Plan Support Officer, each of whom also have networks to draw from.</p> <p>An example would be, as detailed in 1A(iv) above, the appointment of a DfE advisor, who commenced their 'role on 22 February 2021 on a 9 month contract month contract to look at improvements and transformation within Croydon's Children's Services Finance'.</p> <p>Another example would be that each of the ELT Away Day Cost Comparison exercises in January 2021 clearly drew on MCHLG data to help benchmark costs.</p>
9(iii)	The Council (including Cabinet and Scrutiny and Overview Committee) need to show	iii) Develop a budget savings tracker that profiles savings by month to enable	An in year savings tracker has been developed to monitor identified savings	COMPLETE	It was confirmed that a 'LBC Delivery Tracker' Power BI tool has been internally developed by the Council to monitor each of the agreed

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	greater rigor in challenging underlying assumptions before approving the budget including understanding the track record of savings delivery.	Members to track that savings are on target. This will need to correlate with the finance, performance and risk reporting that Council will introduce.	and escalate any delivery challenges. In year savings are rag rated based on confidence in delivery.		savings. Screen prints from the tool demonstrate that monthly progress is detailed for each saving, along with a RAG rating on progress and likelihood of achievement. It was also confirmed that 'Financial Monitoring' reports were provided to Cabinet for months 1 and 2 of 2021/22, which provided a summary of the 'MTFS Savings risk' (i.e. the savings at risk for each month).
9(iv)	The Council (including Cabinet and Scrutiny and Overview Committee) need to show greater rigor in challenging underlying assumptions before approving the budget including understanding the track record of savings delivery.	iv) To increase understanding of the choices Cabinet Members are making with regards to the emerging budget and to effectively challenge budget assumptions, Scrutiny and Overview Committee Members to receive regular briefings on the progress of budget setting.	Budget Discussions were conducted across January and February 2021. This included focused discussion on the 21/22 budget for specific directorates. Discussion took place at Children and Young People Sub-Committee, Health & Social Care Sub-Committee, at Scrutiny, Streets, Environment & Homes sub-committee and finally the Scrutiny & Overview Committee. The Council will continue to keep Scrutiny committees sighted on budget matters.	COMPLETE	Discussion confirmed that budget discussions were held. Information obtained in support of 1b(ii) above helped substantiate this, for example the 'Health, Wellbeing and Adults Budget Development Session' dated 1 October 2020 and the 'ACS Budget Workshop' in November 2021. It was confirmed that budget reports were taken to the : <ul style="list-style-type: none"> • The Scrutiny Children & Young People Sub-Committee meeting held on 19 January 2021 • The Scrutiny Streets, Environment & Homes Sub-Committee meeting held on 2 February 2021 • The Scrutiny and Overview Committee meeting held on 16 February 2021 • The Scrutiny Health & Social Care Sub-Committee meeting held on 26 January 2021 The Council's Forward Plan includes an item for 'Budget Scrutiny, including questions to the Leader and Cabinet Members' for the Scrutiny and Overview Committee in February 2022.
9(v)	The Council (including Cabinet and Scrutiny and Overview	v) To review the budget setting-timetable to ensure	The Council is taking action to ensure budget discussions	COMPLETE	The copy of the forward plan provided is up to the 31 March 2022 and includes monthly financial

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	Committee) need to show greater rigor in challenging underlying assumptions before approving the budget including understanding the track record of savings delivery.	that the Scrutiny & Overview Committee has the time to digest and review the budget proposals and underlying assumptions and for Cabinet to respond fully to any challenge or comments and for Cabinet to be able to consider changing its proposals.	<p>happen at an earlier date and more opportunities are offered to members to offer input into the budget and review its management. These actions include finalisation of Council meetings forward plan up until April 2022 with dates marked for policy discussions and monthly financial performance updates at Cabinet.</p> <p>Additionally, budget developments meetings will begin in Spring 2021 as opposed to Autumn meaning savings will be identified and shared with members earlier in year.</p>		<p>performance updates at Cabinet as well as dates for budget review and approval in January and February 2022.</p> <p>As noted in LBC Rec. 3 (ii) below, the 'Member Learning and Development Needs 2021-22' includes:</p> <ol style="list-style-type: none"> 1) 'Series of Finance Training' of which Treasury Management was delivered in March 2021, with sessions on 'Financial management / Budget setting', 'Financial Strategy and Monitoring', 'Commercial Investment', 'Council's funding sources / reserves', 'Transformation funding' and 'Commissioning and Procurement being planned. 2) 'Education Funding and Budgets' which was 'Delivered to CYP Scrutiny and members of both Cons and Lab Groups' in January 2021. 3) 'Adult Social Care Budget' which was a 'Briefing held for members of the Health and Social Care Sub-Committee' in June 2021. <p>The MTFS update report to the Cabinet meeting on 12 July 2021 detailed that, 'Further detailed work around Budget Development is ongoing within the Council and it is too early at this stage to reflect any specific details as such plans have not been fully validated.'</p> <p>It was also confirmed that a 'Budget Development Group' had been set up, with updates on the work of the Group being provided to the ELT meetings held on 4 and 10 August 2021.</p>
11(i)	The s151 officer needs to revisit the Growth Zone assumptions following the	i) The Council have commissioned PwC to undertake a strategic	PwC report to cabinet made recommendations on future	COMPLETE	It was confirmed that the PwC report was produced and was reported to the Cabinet meeting held on 25 November 2020, which included a

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	pandemic and make recommendations to Cabinet and Council for the continued investment in the scheme.	review of the Growth Zone with completion expected November 2020. The report with recommendations on a way forward will be discussed with Cabinet and agreed by Members.	of GZ. These are now being implemented.		<p>review of the Growth Zone. This report detailed that, 'Given the current economic uncertainty, the steps the Council have taken to review and revise down the ambitious investment plan for Growth Zone are sensible' and that, 'Any subsequent increase in planned investment should be supported by a business case and taken through robust governance and sign off processes for full scrutiny.'</p> <p>A subsequent paper specifically on the Growth Zone was approved at the Cabinet meeting held on 22 March 2021. The paper sought approval to continue to fund key priority projects and activities in the short term, while a further report would be brought back to Cabinet later in the year setting out future years' capital expenditure requests for the Growth Zone programme.</p> <p>The Council's forward planner details that a 'Growth Zone Update' be presented to Cabinet in December 2021.</p>
11(iii)	The s151 officer needs to revisit the Growth Zone assumptions following the pandemic and make recommendations to Cabinet and Council for the continued investment in the scheme.	iii) Cabinet paper with revised profile and recommendations to be issued March 2021.	See 11ii	COMPLETE	As 11(ii) above
11(iv)	The s151 officer needs to revisit the Growth Zone assumptions following the pandemic and make recommendations to Cabinet	iv) The Council needs a mechanism in place to review projects to use the learning to inform any future work. This should be extended across all areas	Project closure process in place as part of the governance of all projects.	COMPLETE	A working group, including the members of the Council's Programme Management Office, is in place to review and revise the Council's 'Programme Management Framework' and meets every Tuesday.

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	and Council for the continued investment in the scheme.	of the Council, with learning retained centrally as a corporate resources.			The draft of the revised 'LBC Project and Programme management Framework' document produced by the working group, includes the requirement for a Project Closure document (including lessons learned) to be completed and approved for each project. This is; however, not yet an embedded process.
12(i)	The s151 officer should review the financial rationale and associated risks and make recommendations to Cabinet and Council on whether the Revolving Investment Fund should continue.	i) The Council have commissioned PwC to undertake a strategic review of the Revolving Investment Fund with completion expected in November 2020. The report with recommendations on a way forward will be discussed with Cabinet and agreed by Members.	Report by PwC on governance & strategic review delivered in November 2020 to Cabinet. Treasury Management strategy updated 1st March 2021 limits new lending under the RIF to BBB working capital loans only	COMPLETE	It was confirmed that the PwC report was produced and was reported to the Cabinet meeting held on 25 November 2020, which included a review of the Revolving Investment Fund. The paper detailed that, ' <i>The RIF has not been revolving, because very few of the loans have repaid with £208.8m* tied up in BBB loans with no interest received to date.</i> ' The Treasury Management Strategy Statement, Capital Strategy, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2021/2022 approved by Cabinet at the meeting held on 1 March 2021 detailed that, ' <i>No new investments other than a loan for working capital to Brick by Brick will be made in 2021/22.</i> ' This was also presented to Council on 8 March 2021, but minutes of this meeting are not yet available.
12(ii)	The s151 officer should review the financial rationale and associated risks and make recommendations to Cabinet and Council on whether the Revolving Investment Fund should continue.	ii) Recommendations to be presented alongside budget review in Feb 2021 to Cabinet, General Purposes and Audit Committee and Scrutiny and Overview	See recommendation 12i	COMPLETE	As 12(i) above Although no report/s were provided to the General Purposes and Audit Committee on this.

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12(iii)	The s151 officer should review the financial rationale and associated risks and make recommendations to Cabinet and Council on whether the Revolving Investment Fund should continue.	iii) Cabinet paper with recommendations to be issued March 2021.	See recommendation 12i	COMPLETE	As 12(i) above
13(i)	The s151 officer should review the purchase of Croydon Park Hotel to identify lessons learned to strengthen future due diligence arrangements.	i) The Council have commissioned PWC to undertake a strategic review of assets that have been purchased with completion expected in November 2020. The report with recommendations on a way forward will be discussed with Cabinet and agreed by Members.	On February 18th Cabinet agreed the approach set out in the Interim Assets Strategy. This included, in the appendices, options for an approach on the future of Croydon Park Hotel. An update with a decision on the future of Croydon Park Hotel is provisionally scheduled for September 2021.	COMPLETE	It was confirmed that the PWC report was produced and was reported to the Cabinet meeting held on 25 November 2020, which included a review of the Asset Investment Fund, including the purchase of the Croydon Park Hotel. Appendix 2 and part 8 of the Interim Assets Disposal Strategy report approved by Cabinet at the meeting held on 18 February 2021 was a 'Summary of Options considered for Croydon Park Hotel.' The agreed action/s was to: 1) Appoint real estate advisors to prepare the marketing strategy for approval by the Council to be procured under the Council's Tender and Contract Regulations. 2) Subject to approval of the strategy, the Council will then seek to appoint the firm to manage the sales process and present bids/offers for the Council to approve also to be procured under the Council's Tender and Contract Regulations.
13(iii)	The s151 officer should review the purchase of Croydon Park Hotel to identify lessons learned to strengthen future due diligence arrangements.	iii) Review and re-write the asset investment strategy that was approved by Cabinet in October 2018 incorporating advice from each of the Strategic	Interim Asset Strategy has been approved at February 18th Cabinet to fast track income generation and achieve "quick wins."	COMPLETE	The Interim Assets Disposal Strategy report was approved by Cabinet at the meeting held on 18 February 2021. There was no evidence of the Asset Investment Strategy being reviewed.

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		Reviews. The review will explicitly consider best practice from the sector and lessons learned from other local authorities, the external auditor and the National Audit Office on effective investment practice.	A 3 year 21-24 Asset Strategy is being developed provisionally set for January 2022 Cabinet.		The Council's forward planner details that an 'Asset Management Plan 2022-24' will be presented to Cabinet in January 2022. The Interim Executive Director of Place has asserted that work in developing an investment strategy has progressed, but Internal Audit is yet to receive evidence of this.
13(iv)	The s151 officer should review the purchase of Croydon Park Hotel to identify lessons learned to strengthen future due diligence arrangements.	iv) Cabinet paper with recommendations to be issued March 2021. Update to be provided at Scrutiny on 9th February	The Interim Assets Disposal Strategy, was discussed at both Cabinet and Scrutiny & Overview Committee in February	COMPLETE	The Interim Assets Disposal Strategy report was approved by Cabinet at the meeting held on 18 February 2021.
14(i)	The Cabinet and Council needs to re-consider the Treasury Management Strategy for ongoing affordability of the borrowing strategy, the associated risks and identify whether alternative options can reduce the financial burden.	i) The Treasury Management Strategy will be reviewed as part of the budget setting for 2021/22 and will take into consideration the outcome of the strategic reviews to factor in the overall financial position and best practice from other local authorities. The report with recommendations on a way forward will be discussed with Cabinet and agreed by Members.	Treasury Management strategy updated and agreed by Council on 8th March 2021	COMPLETE	The Treasury Management Strategy Statement, Capital Strategy, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2021/2022 was approved by Cabinet at the meeting held on 1 March 2021. The above document along with 'Council Tax and Budget' was also presented to Council at the meeting held on 8 March 2021. The minutes of this Council meeting are not yet available.
14(ii)	The Cabinet and Council needs to re-consider the Treasury Management Strategy for ongoing	ii) The outcome of the strategic reviews that the Council have commissioned will inform	See recommendation 14i	COMPLETE	As 14(i) above.

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	affordability of the borrowing strategy, the associated risks and identify whether alternative options can reduce the financial burden.	the Treasury Management Strategy for 21/22 onwards and any changes in governance that may be required.			
15(i)	The Chief Executive should arrange detailed Treasury Management training to assist Members to better understand and challenge the long-term financial implications of matters reported within the Treasury Management Strategy.	i) Members to attend training sessions facilitated by the Local Government Association to cover treasury management to enable better and effective financial leadership.	Treasury management training was offered to all members on the 3rd March 2021. Session was recorded and will be distributed to all Members and all budget managers.	COMPLETE	The 'Member Learning and Development Needs 2021-22' includes a 'Series of Finance Training' of which Treasury Management was delivered on in March 2021. A copy of the diary entry of the training held on 3 March 2021 for 'Treasury Management Training' was obtained that confirmed that all members of the Council had been invited. It was confirmed that a copy of the recorded training session – 'Treasury Management Training-20210303_170739-Meeting Recording.mp4' had been retained on SharePoint.
16(i)	The s151 officer should revisit the Minimum Revenue Provision policy to demonstrate that a prudent approach is being taken.	i) Link Asset Management has been commissioned to carry out a review of the Minimum Revenue Position policy. The report with recommendations will be discussed with General Purposes and Audit Committee and then on to Cabinet.	Minimum Revenue Provision Policy Statement 2020/21 went to Cabinet 1st March as part of the Treasury Management Strategy.	COMPLETE	The Treasury Management Strategy Statement, Capital Strategy, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2021/2022 approved by Cabinet at the meeting held on 1 March 2021, as the title alludes, included a 'Minimum Revenue Provision Policy Statement.' There is no evidence of the report being first discussed with the General Purposes and Audit Committee.
17(ii)	The Cabinet and Council should reconsider the financial business case for continuing to invest in Brick by Brick before	ii) Council to review the risks relating to Brick by Brick to ensure they are appropriately listed on the risk register	The Risks for Brick by Brick have been reviewed and are as follows per the Corporate Risk Register:	COMPLETE	It was confirmed that risk RCS0027 ' <i>There is no effective challenge, review, investigation or ownership taken on all activities that the Council undertakes by the Executive Leadership Team, Cabinet and all Scrutiny Committees (including</i>

Extract from April 2021 update report					Summary of Internal Audit work - Evidence obtained and seen
Ref	Recommendation	Action	Progress made to date	Updated Deadline	
	agreeing any further borrowing.		<p>1. Investigation or ownership taken on all activities that the Council undertakes by the Executive Leadership Team, Cabinet and all Scrutiny Committees (including GPAC).</p> <p>2. There is no effective challenge, review, investigation or ownership taken on all activities that the Council undertakes by the Executive Leadership Team, Cabinet and all Scrutiny Committees (including GPAC).</p> <p>**These risks specifically relate to financial strategy, treasury management strategy (including borrowing), capital investment strategies and appropriateness of continuing investment and association with BBB**</p> <p>The Corporate Red Risk Register is reviewed monthly at ELT to review and update risks where necessary.</p>		<p>GPAC)' was added to the was added to the Council's risk management system on 19 May 2021.</p> <p>The following risks, relating specifically to Bick by Brick and other subsidiaries were also noted, namely:</p> <ul style="list-style-type: none"> • Risk FIR051 '<i>Risk of financial loss and reputational damage due to the poor performance of Brick By Brick including the Fairfield Halls refurbishment project.</i>' • Risk FIR036 '<i>Robust governance & risk management procedures/frameworks are not activated to safeguard the interests (financial & reputational) of the Council and it's taxpayers within all subsidiary organisations where the Council has an interest.</i>'
18(i)	The Cabinet and Council should review and reconsider	i) PwC has been commissioned to undertake	This paper went to Scrutiny & Overview Committee and	COMPLETE	It was confirmed that the PWC report was produced and was reported to the Cabinet meeting

Extract from April 2021 update report					Summary of Internal Audit work - Evidence obtained and seen
Ref	Recommendation	Action	Progress made to date	Updated Deadline	
	the ongoing financial rationale for the Council in the equity investment arrangement with Brick by Brick.	a strategic review of Brick by Brick. The report and recommendations will consider the ongoing financial rationale and equity invested and will detail options for the Council that will be considered by the Scrutiny & Overview Committee Cabinet prior to being presented to Cabinet.	<p>Cabinet in February 2021.</p> <p>The Cabinet paper noted that the Council has never made any equity payments, as planned, and is not in the financial position to do so. It was noted BBB sales proceeds were meant to be placed in an account for the Council to apply interest repayment and, if excess, to substantive loan repayment. Unfortunately, this process has not occurred and instead sale proceeds were retained by BBB effectively replacing the Council's equity share.</p> <p>The Council needs to review existing arrangement, change the current agreements or replace it with fresh loans.</p> <p>It is recommended that the current arrangements continue but in a modified way to give Brick by Brick capacity to have working capital to ensure that funds are available to build out units on site</p>		<p>held on 25 November 2020, which included a review of Brick by Brick and also the Revolving Investment Fund. The paper detailed that, <i>'The RIF has not been revolving, because very few of the loans have repaid with £208.8m* tied up in BBB loans with no interest received to date.'</i></p> <p>A report on the 'Review of Brick by Brick Croydon Ltd' was approved by Cabinet on 18 February 201 that <i>'revised funding arrangements be entered into with Brick by Brick to reflect the current loan positions and proposals for the future, including, where relevant, moving to a 100% debt funding position (as opposed to 25% equity and 75% debt); extending relevant loans and repayment periods; allowing delays with repayments of existing loans; agreeing to further funding of no more than £9.99 million in relation to sites proposed for Brick by Brick to continue developing ...'</i> This was also presented to Council on 29 March 2021, but the minutes of this meeting are not yet available.</p> <p>The Treasury Management Strategy Statement, Capital Strategy, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2021/2022 approved by Cabinet at the meeting held on 1 March 2021 detailed that, <i>'No new investments other than a loan for working capital to Brick by Brick will be made in 2021/22.'</i> This was also presented to Council on 8 March 2021, but minutes of this meeting are not yet available.</p>

Extract from April 2021 update report					Summary of Internal Audit work - Evidence obtained and seen
Ref	Recommendation	Action	Progress made to date	Updated Deadline	
LBC Rec. 3 (ii)	Ensuring that Members are appropriately trained across all aspects of the Council's financial duties and responsibilities	ii) Further work on Cabinet development will be undertaken to support members to explore priorities for the new Cabinet, agree how the Members will work together to make the most of shared skills and consider individual and collective leadership styles and ways of working.	LGA have carried out a facilitated session for Cabinet members	COMPLETE	<p>The 'Member Learning and Development Needs 2021-22' includes as item 7 'LGA Training for Cabinet' which is ongoing. The notes for this course detail that 'LGA have carried out a facilitated session for Cabinet – in progress.'</p> <p>The 'Member Learning and Development Needs 2021-22' also included:</p> <ol style="list-style-type: none"> 1) A 'Series of Finance Training' of which Treasury Management was delivered in March 2021, with sessions on 'Financial management / Budget setting', 'Financial Strategy and Monitoring', 'Commercial Investment', 'Council's funding sources / reserves', 'Transformation funding' and 'Commissioning and Procurement being planned. 2) 'Education Funding and Budgets' which was 'Delivered to CYP Scrutiny and members of both Cons and Lab Groups' in January 2021.
LBC Rec. 4 (viii)	The Council develops an improvement programme that has the necessary elements for it to function effectively and within its financial resource.	viii) Ensure the actions contained in this plan are supported by a corporate programme office that can provide assurance to Members.	A PMO office has been established dedicated to coordinating and supporting the delivery of key improvement actions across the Council. This includes recommendations in the MHCLG Rapid Review, the RIPI and the Croydon Renewal Plan.	COMPLETE	<p>It was confirmed that a Project Management Office (PMO) has been established. The Council's intranet details that, '<i>The PMO was set up in April 2020 to ensure the Council approach to delivering programmes and projects is both consistent and thorough.</i>'</p> <p>It was also confirmed, (in completing this internal audit work to confirm the completed RIPI actions), that a Business Improvement Officer from the PMO had been specifically assigned to help co-ordinate and support the delivery of the RIPI actions.</p>

Extract from April 2021 update report					Summary of Internal Audit work - Evidence obtained and seen
Ref	Recommendation	Action	Progress made to date	Updated Deadline	
LBC Rec. 4 (ix)	The Council develops an improvement programme that has the necessary elements for it to function effectively and within its financial resource.	ix) Corporate level sponsorship to be allocated to all projects to ensure clarity of responsibility for delivery	ELT members already allocated across all actions. Further project managers to be identified to deliver the recommendations	COMPLETE	Examination of the RIPI action plan confirms that each action has been assigned to an ELT member.

Agenda Item 9

REPORT TO:	Cabinet 18 October 2021
SUBJECT:	Financial Performance Report – Month 5 (August 2021)
LEAD OFFICER:	Richard Ennis, Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive

SUMMARY OF REPORT:

This report provides the Council's annual forecast as at Month 5 (August 2021) for the Council's General Fund (GF), Housing Revenue Account (HRA) and the capital programme. The report forms part of the Council's financial management process of publically reporting financial performance against its budgets on a monthly basis.

FINANCIAL IMPACT

The Month 5 position is currently indicating a net underspend of £0.086m against budget – this represents a £0.378m favourable movement against the Period 4 forecast. This is before taking into account further risks and risk mitigations. In total, £7.900m (Month 4 £11.353m) of further risks (of which £1.408m relates to approved savings risks) are identified against which £11.435m (Month 4 £10.639m) of potential opportunities are identified and set out in the body of the report. Section 3 details these risks and risk mitigations and further discusses the impact on the General Fund if these were to materialise.

The HRA is indicating an overspend of £0.742m (Month 4 £0.696m) against budget. This overspend is further detailed within Section 5 of the report.

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

1. RECOMMENDATIONS

- 1.1 Cabinet are asked to note the General Fund is projecting a net favourable movement of £0.378m from Period 4. Service departments are indicating a £3.365m overspend (Month 4 £3.742m) with this being netted of as in the past four months against release of a one off Covid Grant (£3.451m) confirmed to Croydon Council for 21/22 by MHCLG as part of the Local Government Finance Settlement;
- 1.2 Note that a further number of risks and compensating opportunities may materialise which would see the forecast year-end variance change and these are reported within Section 3 of this report. Should these risks materialise or the mitigations not be effective the Council could overspend by £7.814m (Month 4 £11.664m);
- 1.3 Note the Housing Revenue Account (HRA) is projecting a £0.742m (Month 4 £0.696m) overspend for 2021/22. If no further mitigations are found to reduce this

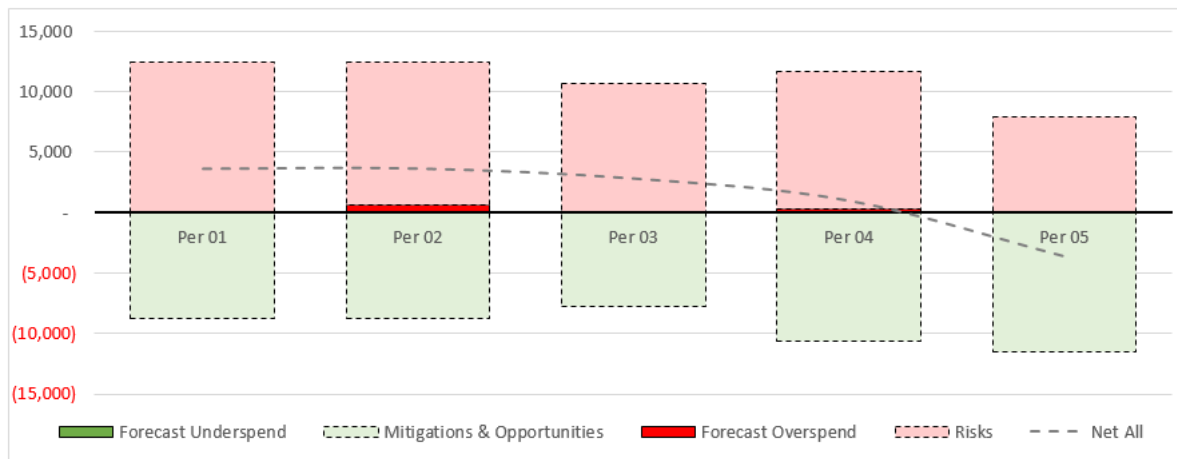
overspend the HRA will need to drawdown reserves from HRA balances which at the moment there are sufficient balances to cover this;

- 1.4 Note the capital spend to date for the General Fund of £8.235m (against a budget of £138.688m) and for the HRA of £5.713m (against a budget of £183.209m), with a projected forecast variance of £36.899m on the general fund against budget and nil forecast variance against budget for the general fund;
- 1.5 Note, the above figures are predicated on forecasts from Month 5 to the year end and therefore could be subject to change as forecasts are refined and new and updated information is provided on a monthly basis. Forecasts are made based on the best available information at this time; and
- 1.6 Note that whilst the Section 114 notice has formally been lifted, the internal controls established as part of the S114, such as the Spend Control Panel remain. However, restrictions have been lifted for ring-fenced accounts such as the Pensions Fund, Housing Revenue Account and Coroner's Costs as these do not directly impact on the financial position of the General Fund. The Spending Control Panel which was set up at the beginning of November 2020 continues to meet on a twice daily basis.
- 1.7 Note that due to no Cabinet Meeting in September 2021 Period 4 has not been presented to Cabinet. Period 4 position has been provided for as Appendix 3 to ensure there is a clear audit trail for Members between Period 5 and Period 4.
- 1.8 Note that the Council has received a one off financial support of £2.3m from Government to help cover the pressures within Unaccompanied Asylum seeking Children (UASC), which means the Council still funds £2.20m of pressures.

2. EXECUTIVE SUMMARY

- 2.1. This reports sets out the Council's current General Fund revenue budget projected outturn for the full year as at Month 5, August 2021.
- 2.2. The forecast General Fund revenue forecast has improved by £0.378m from an overspend of £0.020m in Month 4. It is expected and required that services formulate plans to address these overspends over the coming month. Appendix 3 gives details of the financial performance report as at month 4 with a month 3 comparator, month 3 being the last financial performance report that was submitted to cabinet due to no Cabinet meeting in September.
- 2.3. Further risks and opportunities not yet sufficiently developed to be included in the forecast itself net to (£4.943m) have been identified (risks £6.492m and opportunities of £11.435m).
- 2.4. The chart below illustrates the trend in monthly monitoring reports and shows both the forecast as well as quantum of risks and opportunities together with the impact should all risks and opportunities fully materialise (dashed line)

Monthly Forecast, Risk & Opportunity Tracker



- 2.5. The Housing Revenue Account is forecasting an overspend of £0.742m (an increase of £0.046m on the Month 4 forecast of £0.696m). This projected variance impacts on HRA balances rather than GF reserves.
- 2.6. The capital programme for both the General Fund and HRA is reporting a spend to date of £13.948m against overall budget of £321.897m, with a forecast underspend of £36.899m.
- 2.7. The Financial Performance Report (FPR) which will continue to be presented to each Cabinet meeting provides a detailed breakdown of the Council's financial position and the challenges it faces. It covers the GF, HRA and capital programme and ensures there is transparency in our financial position, enables scrutiny by both members and the public, and offers reassurance as regards the commitment by chief officers to more effective financial management and disciplines.
- 2.8. The 2020/21 financial year was a very difficult year for the Council. The former Director for Finance, Risk and Insurance (Section 151 Officer) had to issue the Council's very first S114 notice in November 2020. A further S114 notice was issued on the 2 December 2020 as the Council continued to have an unbalance budget. Since 8th March 2021 the S114 notice has been lifted as the Council received confirmation of a Capitalisation Direction from MHCLG of up to £70m for 2020/21 and potential of £50m for 2021/22.
- 2.9. The Council has had the benefit of a number of recommendations from various stakeholders and scrutiny panels such as the external auditor's Report in the Public Interest. These recommendations have been taken on board and the Croydon Renewal Plan has been developed which will over the medium term financial strategy period restore the Council's finances to balance and develop a more effective system of internal control.
- 2.10. This report forms part of the reporting framework on the delivery of the Croydon Renewal Plan by ensuring the delivery of the council's budget is reported monthly and transparently.

- 2.11. The Council is still working with the external auditors on finalising the 2019/20 audit of accounts however the 20/21 Outturn has now been presented to Cabinet on 12th July 2021 based around their findings and the accounts have also been published for 20/21.

3. FINANCIAL POSITION

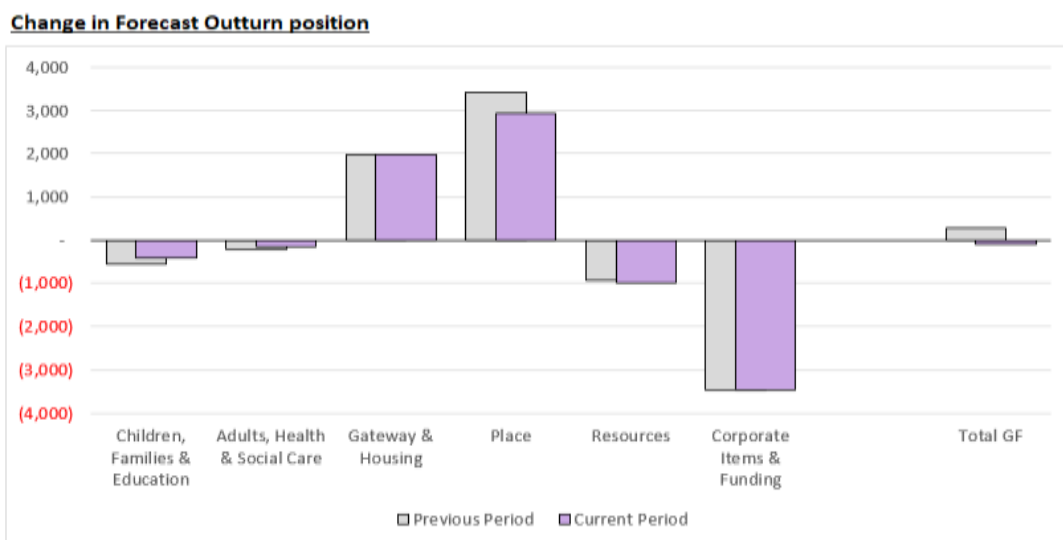
- 3.1. The FPR shows that the Council is forecast to have a General Fund net underspend variance of £0.086m (after drawing down on £3.451m of covid-related grant reserves) – an improvement of £0.378m on the net forecast reported at Month 4 (before additional risks and mitigations), whilst the HRA is projecting a £0.742m overspend before risks mitigations. The current financial forecast is based on the known position at the time of writing this report. It is important that cabinet is aware of the much higher profile that the process has within the Council with iterations of the report going through a range of formal officer meetings including directorate meetings, Executive Leadership team and informal meetings with lead members.
- 3.2. Work is ongoing in departments to review the forecast position for each area and MTFs savings and risks to reduce any overspends and identify further options to mitigate these. Further details and options identified will form part of the monthly Finance Performance Reports.
- 3.3. In 2020/21 the monitoring forecasts presented details of Covid funding that the Council had received from Central Government, however the Government has not provided any further indication that it seeks to continue to fund Local Government in relation to Covid pressures and thus this section has been removed from 2021/22.
- 3.4. A detailed review of the Corporate Budgets is also being carried out that will feed into the MTFs and also inform any opportunities that may arise as a result of the review. This will be further detailed within the period 6 report.
- 3.5. The position of the General Fund is shown below in Table 1.

Table 1 – Month 5 Projection per Directorate

	Month 5	Month 4			
	Forecast Variance	Forecast variance from previous month	Change from previous month	Savings Non-Delivery	Other Pressures
	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)
Children, Families and Education	(2,608)	(558)	(2,050)	-	(2,608)
Unaccompanied Asylum seeking Children (UASC)	2,200	0	2,200	0	2,200
Adults, Health and Social Care	(160)	(195)	35	-	(160)
Gateway & Housing	1,988	1,978	10	-	1,988
Place	2,930	3,437	(507)	-	2,930
Resources	(985)	(920)	(66)	-	(985)
Departmental Total	3,365	3,742	(378)	-	3,365
Corporate	(3,451)	(3,451)	-	-	(3,451)
Total General Fund	(86)	291	(378)	-	(86)

3.6. Net overspends and underspends within the services budgets are presented as forecast variance (as per Table 1), and are additionally classified as either non-delivery of agreed savings or other pressures. Non-delivery of savings relates to non-achievement of the approved MTFs savings whilst other pressures are as a result of new and external pressures not previously provided for within the Council's 21/22 Budget. Further explanations of these overspends are provided within Section 4 of this report.

3.7. The chart below shows the forecast by service department for both the current and previous month:



3.8. The main areas of movement from Month 5 are as follows:

- Adults, Health and Social Care £0.035m **adverse** movement due to small increase in the mental health area for care packages;
- Place £0.507m **favourable** minor movement mainly due to reduced Library services expenditure and additional income received from British Library;
- Resources £0.066m **favourable** movement, principally related to staffing savings / vacancies not being filled.
- Housing and Gateway £0.0010m **adverse** movement, pressures on homelessness budgets due to increased cases and increases in bad debt provisions.
- Children's Families and Education £2.05m **favourable** movement due to further reductions within the placements spend.
- Unaccompanied Asylum seeking Children (UASC) – The Council will face £2.2m of UASC pressures due to significant demand within the Borough. The original pressure was £4.5m however the Council has been able to secure one off grant funding of £2.3m from Central Government.

Further details can be found in section 4 of this report.

Risks and Risk mitigations

- 3.9. As mentioned within paragraph 3.1 the forecast has been reported excluding further potential risks and risk mitigations. Risks and Risk mitigations are split into quantified and unquantified items.
- 3.10. As with the forecast set out in Table 1 risks are separately reported for those elements that relate to potential under-delivery of approved savings, and those that are new and not directly related to agreed savings plans.
- 3.11. Table 2a below provides for details of MTFS savings at risk with a brief commentary of the projects that are at risk of delivery and Table 2b provides a list of quantified and unquantified other risks. The savings are subject to a separate assurance process involving both the Chief executive and the Section 151 officer meeting with the directorates and the director of policy and programmes, the most recent of these was in early August. This identifies savings at risk and mitigations for both the current and future years. Where risks are quantified currently, these are based on high level information and departmental experiences of the service. At this stage, services are sufficiently confident in being able to manage or mitigate these risks that they are not included as part of the present forecast year-end position. However, the figure has been provided to indicate to Cabinet the likely financial impact on the budget and therefore the need to take action to deal with the risk should they materialise.

Table 2a – MTFS Savings Risk

MTFS Savings Ref	MTFS Savings Description	P5 Savings at risk (£,000's)	P4 Savings at risk (£,000's)	Change From Prior Month (£,000's)
CFE Sav 07	Improve Practice System Efficiency	534	1,065	(531)
CFE Sav 10	Additional Education Savings	0	15	(15)
Children, Families and Education Total		534	1,080	(546)
Adults, Health and Social Care Total		0	0	0
Gateway & Housing Total		0	0	0
PLA Sav 08	Public Protection and Licensing Highways & Parking Services merger	0	50	(50)
PLA Sav 13	Public Protection and Licensing - Discontinue providing a night time noise service.	0	13	(13)
PLA Sav 24	Parking charges increase 30p/30min	874	754	120
Place Total		874	817	57
Resources Total		0	0	0
Total Savings at Risk		1,408	1,897	(489)

Data above taken from Savings Tracker 20th September 2021

3.12. Table 2a indicates that there are potential £1.408m worth of savings (£1.897m in Month 4) that may not be achieved, however services are currently carrying out further work to ensure these can be delivered or otherwise mitigated. So far no specific mitigations have been fully identified. Directorates are working up proposals to bring these savings at risk back on track. This represents 3% of the total savings (£44.6m) that had been identified as part of the 2021/22 budget setting exercise.

3.13. These savings are reviewed on a monthly basis. If these savings are deemed to be definitely non-deliverable they will be factored into the monthly forecast and incorporated into the forecast outturn position provided in Table 1. The services have been instructed to find mitigations for all savings that cannot be delivered to meet their budgetary total per directorate.

3.14. Section 4 gives details of all the movements between month 5 and month 4 and identifies and movements in delivery of MTFS savings, risks and mitigating items that are factored into the forecast assumptions.

Table 2b – Other quantifiable and unquantifiable risks

Quantified Risks	P5 £'000	P4 £'000	Details of Risk
Children, Families and Education	2,062	4,963	<p>£1,670k Review of 20/21 placement costs and accruals.</p> <p>£232k - CSC Staffing Pressure due to increased need for agency and staff turnover</p> <p>£160k - Education service for schools due to Covid impact on income generation</p>
Adults, Health and Social Care	700	700	<p>£700k - Transitions - value of late prior year payments based on 20/21</p>
Gateway & Housing	430	533	<p>£130k - Demand for Emergency/Temporary Accommodation likely to increase due to economic pressures.</p> <p>£300k Bad debt costs - Current arrears are increasing in 2020/21 due to lower collection rates in the first part of the year (Covid related). When this debt becomes 'former' as tenants move on then recovery rates drop to between 5% and 30%. Potential additional debt costs of £300k-£800k beyond total presented based on current calculation methods.</p>
Place	2,900	2,130	<p>£2.5m - Additional risk to income due to compliance in high ticket yield areas has increased and so put more income at risk than previously stated. A new Parking Model has been devised which has highlighted this issue and the service is using this improved model to explore any mitigation factors that can be implemented to keep the financial risk to a minimum.</p> <p>£240k - Food Safety Team have an establishment gap budget, this has resulted in no recruitment to these roles and a pressure on the work they perform. This could result in action from the Food Standard Agency so needs to be carefully monitored maximum exposure if staff need to be recruited £240k.</p> <p>£160k - Potential payment to BoxPark for an additional 6th year of contract that was agreed last year. The 5yr contract ended in 20/21.</p>
Resources	400	1,130	<p>£400k - Insurance and Risk - forecast to budget on basis that schools income</p>

			pressure can be mitigated by reduction in premiums and claims - risk is currently up to £400k
Total Quantified Risks	6,492	9,456	

Un-Quantified Risks	P5 £'000	P4 £'000	Details of Risk
Children, Families and Education	-	-	TBC - Ongoing Children Social Care Placement cost pressures due to fluctuations in demand and demographics
Adults, Health and Social Care	-	-	TBC - Impact of long Covid on social care clients and the need for further support. not quantifiable at this stage
	-	-	TBC - Potential for further NHS funding for Covid depending on 3rd wave impact - not known at this stage
Housing	-	-	TBC - Potential DFG fees income pressure due to Covid as the service were unable to conduct adaptations 2020/21 - aiming to catch-up all outstanding work in 21/22
	-	-	TBC - NRPF service is demand led so projected underspend could change NRPF (No Recourse to Public Funds).
	-	-	TBC – Brexit/EU Nationals in Croydon need to confirm their status and apply for the correct legislation to continue to receive benefit payments, if this is not actioned they will revert to NRPF
	-	-	Mental Health/CCG - expensive care placements, due to some cases having a criminal element it takes longer for the HO to make a decision resulting in a longer placement
	-	-	TBC - Bad debt provision to cover risks of non-payment of outstanding rents is included within the current forecast for Temporary accommodation however COVID impact may increase the % levels of bad debt.
Place	-	-	TBC - SEN PRESSURE - Some routes split due to Covid social distancing role and reduced Travel Training occurring over the last 12 months, this potentially has an impact of around £1million/year. Further risks around changes to contractors providing services in year, due to performance issues.

	-	-	<p>TBC - Waste Collection and Street Cleansing Contract – Further income Risk to Commercial Waste Income Collection in 20/21 due to COVID & 21/22 - under commercial dialogue with Veolia</p>
	-	-	<p>TBC - Further commercial tenants are not able to pay rental income and will need to be written off, or will give notice on leases</p>
	-	-	<p>TBC - CDS - There is the risk of increased contract cost when actual invoices are received - current forecast is based on two months of invoicing, there are also outstanding contractual queries around End user service volumes as they are not reducing as anticipated.</p>
	-	-	<p>TBC - Revs and Ben Income - There are streams of income budget across this service such as Land charges, Court cost and Bailiff - current forecast are based on the assumption that the trend of income received to date continues or in the case of Land charges that it's income which is mostly based on the number of new build registered with the council etc. continue as it is in the last 2 months. There is the possibility that these trends could change there by resulting in risk/ opportunities.</p>
	-	-	<p>TBC - Legal Recharges. Risk that legal internal recharges forecast is too high. This is currently being followed up and investigated. Risk that internal legal recharges income does not match the legal recharges expenditure forecast by services charged</p>
	-	-	<p>TBC - Unreconciled holding accounts for BIDS, HR Staff Loans and P-Cards. Risk that holding accounts will not be able to be reconciled and some balances transferred as pressures into forecast.</p>
Corporate	-	-	None
Total Un-Quantified Risks			

3.15. Table 3 provide a list of quantified and unquantified risk mitigations. These are potential risk mitigations that will require further assurance to be included within the forecast. Services managers have identified these as potential mitigations to the risks identified Tables 2a and 2b. Any additional risk mitigations also help the overall financial position of the Council as these would help generate a

larger underspend that can be put away into reserves to support future MTFS gaps.

Table 3 - Quantifiable and unquantifiable opportunities

Quantified Opportunities	P5 £'000	P4 £'000	Details of Opportunities
Children, Families and Education	(1,107)	-	Transformation funding approved for a number of MTFS savings programme projects which include: <ul style="list-style-type: none"> • Reconfiguration of Early Help Services • Review of Children with Disabilities Care Packages • Reduction in the Numbers of Children in Care • Improve Practice System Efficiency • Placement Costs - Review of Accrual brought forward • Staffing establishment Review
Adults, Health and Social Care	(1,519)	(1,830)	The impact of health funding / Scheme 3 funding on care packages: (Lower £207k, Upper £830k) . Currently NHSE is taking views on the impact of this funding ending. We have input with SWLCCG requesting that funding continue to the end of the financial year.
Gateway & Housing	(1,010)	(1,010)	Homelessness debt collection team currently protected from staff cuts – therefore costs to collect debt may be reduced for the current year. These are projected as £300k savings but could be at top end of scenario of £800k . Property acquisition coming into HRA portfolio will allow tenants in nightly paid accommodation to move onto Assured Shorthold Tenancies and reduce the impact of rising demand. This could provide a further benefit of £210k for homelessness service.
Place	-	-	
Resources	-	-	
Corporate	(7,799)	(7,799)	Potential reduced spend against the Covid Grant
Total Quantified Opportunities	(11,435)	(10,639)	

Un-Quantified Opportunities	P5 £'000	P4 £'000	Details of Opportunities
Children, Families and Education	-	-	TBC - Corporate distribution of contact inflation and staffing budget deficits for 0.75% 2020/21 pay award and pension employer contribution
	-	-	TBC - Placement costs – validation of growth approved currently being finalised

	-	-	TBC - CSC establishment review coming to a conclusion and is expected to realise sufficient savings to mitigate against savings at risk due to delay in completion of the respective MTFS delivery plans
	-	-	TBC - Transformation funding approved for a number of MTFS savings programme projects
Adults, Health and Social Care	-	-	None
Gateway & Housing	-	-	TBC - Property acquisition coming into HRA portfolio will allow tenants in nightly paid accommodation to move onto Assured Shorthold Tenancy TBC - Leases – renegotiate the lease. Need to confirm the numbers due to expire this financial year TBC - Review of under occupied tenancy
Place	-	-	None
Resources	-	-	None
Corporate	-	-	None
Total Un-Quantified Opportunities			

3.16. As at Month 5, if all risks and risk mitigations were to materialise, along with the forecast reported in Table 1 the General Fund would underspend by £6.15m (Table 4), however some of the risks and mitigations will need further refining and validating to confirm the likelihood of them materialising. The situation will be clarified as the year progresses and the monthly budget reports show more detail on the patterns of income and expenditure and the longer term impact of Covid on Council services becomes clearer. Service managers have been instructed to identify and implement mitigations to spend within their approved funding envelopes. As such compensating measures are developed the impact of the net risks is expected to decline. Successful examples of this are the reduced risks and increased opportunities.

3.17. A number of the projected variances or risks relate to the continued impact of the Covid pandemic and would not be expected to continue for the whole year or over future years. In particular parking and traffic income continues to be affected for which part grant compensation is only receivable for the first quarter of 2021/22. Other pressures such as SEN costs (with no grant funding) have been impacted in delays in delivering travel training impacting on transport cost pressures.

3.18. There are however areas where budgets will need to be reviewed with a view to being rebased as they were not adjusted as part of the right sizing of budgets in the 2021/22 budget setting. Two significant areas that will need to be reviewed before budget setting in 2022/23 are SEN transport costs, and costs

relating to Emergency and Temporary accommodation. Additional costs arising will need to be funded from within the existing Council wide budget envelope.

4. SERVICE VARIANCE DETAIL

4.1. Children, Families and Education (CFE)

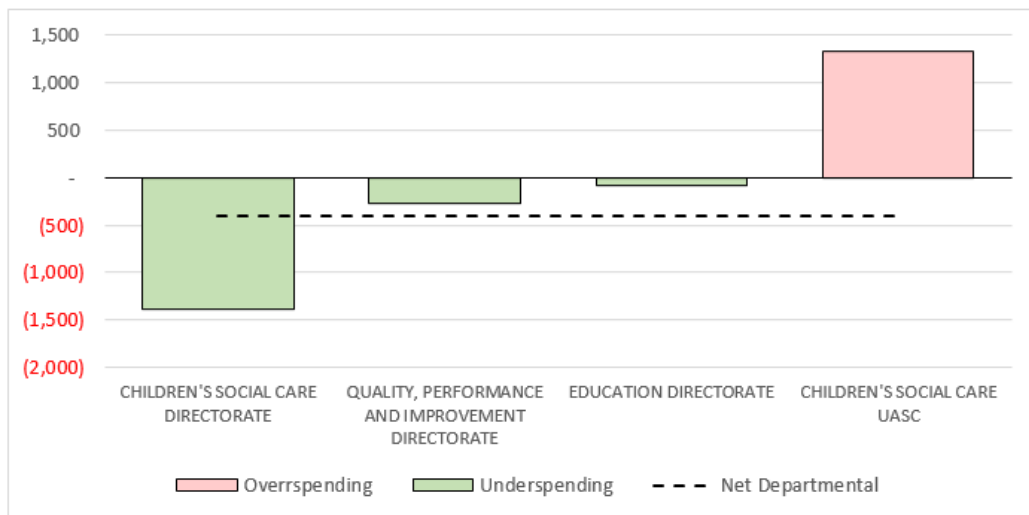
The CFE directorate is forecasting a £0.408m underspend for Month 5 (adverse movement of £0.150m from Month 4). This is a net position after factoring all budgeted income and expenditure within the directorate.

The main cause of this is due to the costs of unaccompanied asylum seekers that to date had all been identified as a risk which is materialising net off confirmation of grant funding of £2.35m that is being received as a result of the review of the UASC model and also discussions that have been held with the Government and the funding confirmed to support the USAC pressure. There has also been favourable movement in placement costs due to staff vacancies and a review of accruals.

Table 2a details MTFS savings, totaling £0.534m (£1.317m in Month 4), that are at risk of non-delivery. Furthermore, Table 2b indicates that there is a further £2.062m of other risks (£4.963m in Month 4) which could materialise through this financial year, this also continues to include a proportion of UASC risks. There are risk mitigations being projected of £1.107m.

The following chart illustrates the divisional forecast variances within Children’s, Families and Education:

Divisional View of Children’s, Families & Education Forecasts



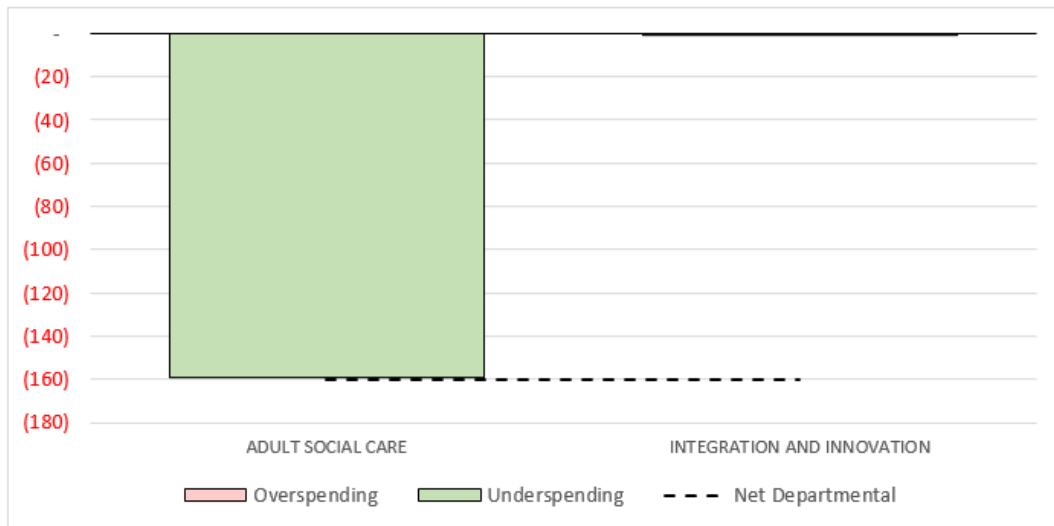
4.2 Adults, Health and Social Care

The HWA directorate are forecasting a small underspend of £0.160m (an adverse movement of £0.035m from Period 4). There are some risks and opportunities, mainly around the long and short term effects of Covid and additional Covid funding from NHSE.

Whilst the department is showing a slight underspend, table 2b identifies a further £0.700m of potential additional risks. The risks identified of £0.700m that relate to transitions of children social care clients to adult services have not moved since the last report and still remain the same.

The following chart illustrates the divisional service forecast variances within Health, Wellbeing and Adults:

Divisional View of Health, Wellbeing & Adults Forecasts



4.3 Gateway & Housing

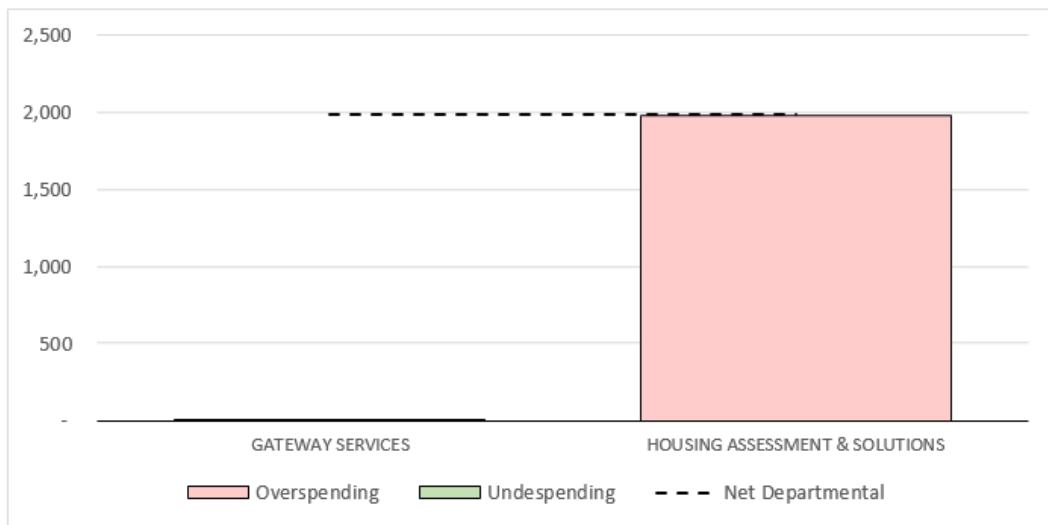
Housing Directorate is forecasting an overspend of £1.988m. This is an adverse movement of £0.010m to the projection reported at Month 4.

The main cause of this movement relates to cost and demand increases within the Emergency and Temporary Accommodation services. Demand for Emergency Accommodation is assumed to increase due to the negative economic after effects of Covid-19. Furthermore, this is also likely to impact the need to maintain a sufficient level of bad debt provision to cover risks of non-payment of outstanding rents.

Furthermore the service has identified £0.130m of other risk relating to potential further temporary accommodation pressures emerging. Further work will be done to ensure the bad debt risks are minimised and that risk does not materialise.

The following chart illustrates the divisional forecasts within the department:

Divisional View of Gateway and Housing Forecasts



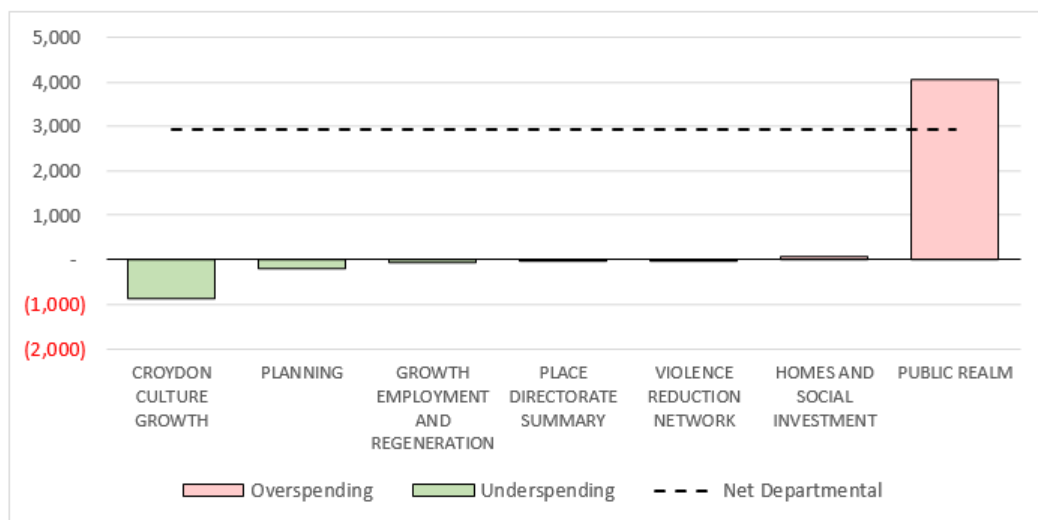
4.4 Place

The Place directorate is forecasting a net overspend of £2.930m (£3.437m at Month 4) – a reduction of £0.507m. The pressures continue to be around Highways, SEN Transport and Environmental services.

In addition to the forecasted overspend the Place directorate, as indicated in Table 2a and 2b, have provided for additional risks due to non-delivery of MTFS savings of £0.874m and £2.900m for other risks. Non delivery of MTFS savings relate to the fall in P&D parking income, and risks have been identified mainly around the level of penalty charge notices.

The following chart illustrates the nature of the overall Place Department forecast position by Division:

Divisional View of Place Forecasts



4.5 Resources

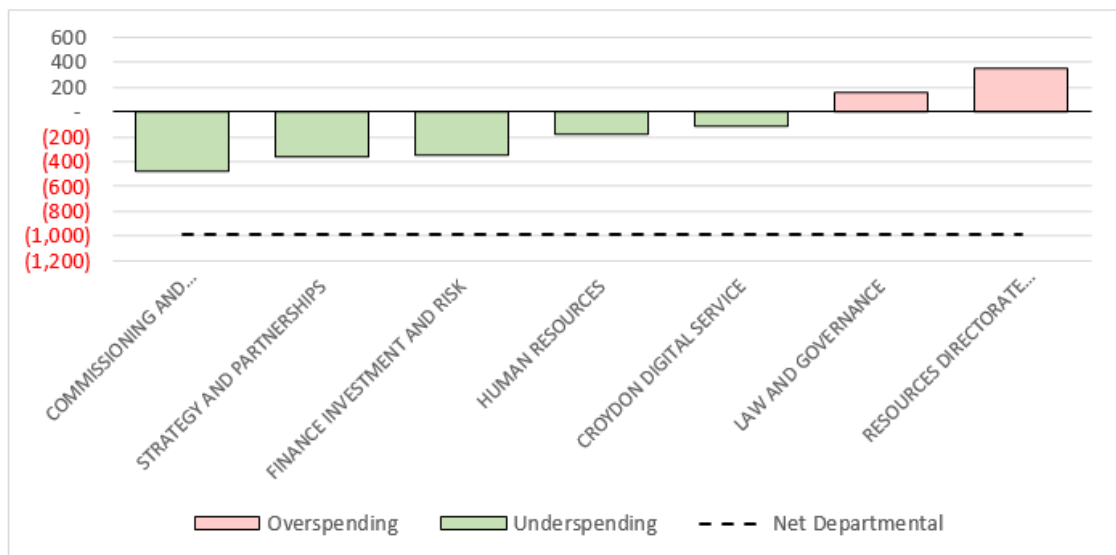
The Resources directorate is forecasting a slightly improved underspend position of £0.985m (overspend £0.066m in Month 4). This is a net position after factoring all budgeted income and expenditure within the directorate.

The main reasons for this underspend relate to better than projected collection of court cost income in relation to Revenue & Benefits activities and various staffing related underspends. Main causes of staff related underspends are for vacancies not being filled.

Further work on unquantified risks that had been identified is ongoing and whilst they may still materialize work is ongoing to try and work to mitigate these as we progress through the financial year.

The following illustrates the split of the overall departmental forecast at a divisional level:

Divisional View of Resources Forecasts



4.6 Corporate

The Council received a non-fenced grant of £11.250m from Central Government in relation to additional costs that may be incurred in the current financial year as a result of Covid 19 and was announced in the December Local Government Finance Settlement. Any costs incurred by departments are expected to be met from existing service budgets and the grant is available to meet any additional service costs over expenditure. Where practicable additional costs including lost income arising from Covid will be identified and reported separately in future reports. The forecast General Fund variance of £3.365m is currently offset by utilizing £3.451m of this grant.

4.7 The cost of financing the capital programme is retained corporately, this is still being reviewed and an updated position will be provided in Month 6, however we do not anticipate any pressures to arise from these budgets.

4.8 Table 4 below summaries the overall positions

Table 4 – Summary – Month 5 with Month 4 Comparator

	Month 5	Month 4	Variance
	(£,000's)	(£,000's)	(£,000's)
Table 1 - Forecast	(86)	291	(378)
Table 2a - MTFs Savings Risk	1,408	1,897	(489)
Table 2b - Quantifiable Risks	6,492	9,456	(2,964)
Table 3 - Quantifiable Opportunities	(11,435)	(10,639)	(796)
Total	(3,622)	1,005	(4,627)

5 Housing Revenue Account (HRA)

- 5.1 Table 4 provides a summary of the HRA Month 5 monitor, which is currently indicating a £0.742m overspend (Month 4 £0.696m). The HRA is a self-financing ring-fenced account and will need to ensure it remains within the resources available, taking into account levels of HRA reserves. The improvement from the month 3 forecast is due to the fact that there are a number of service that have identified further underspends in the main due to staff costs and legal fees.
- 5.2 The Service Finance team are currently working on the HRA business plan that takes a 30 year forward look and this will be presented to Cabinet in October 2021.
- 5.3 The forecast overspend reported in Table 5 can be contained within HRA reserves provisionally forecast at £27.6m as at 31st March 2021.

Table 5 – Housing Revenue Account (HRA) at Month 5

SERVICES	Projected Variance For Month 5	Variance For Previous Month 4	Change From Previous Month	Explanation of Variations
	£'000	£'000	£'000	
Responsive Repairs	772	778	(6)	Increase in average costs due to state of repair when vacated & the delayed prior years repairs
Asset Management & Involvement	(382)	(375)	(7)	Vacancies within the service
Homes & Schools Improvement	(262)	(295)	33	Vacancies within the service
Regeneration Growth	(233)	(273)	40	Vacancies within the service
Neighbourhood Operations	(122)	(122)	0	Vacancies within the service
Housing Renewal	(19)	(19)	0	Lower demand in home safety equipment
Housing Solutions	209	209	0	Overspend on costs combined with a high level of voids based on 20/21 outturn
Service Development	(100)	(123)	23	Legal commitments increase is offset by other departmental underspend
Income & Lettings	119	137	(18)	Charges that are incurred when tenants make payment using debit/credit cards & at local points. £50k - Income budget no longer achievable
Neighbourhood & Tenancy Service	123	147	(24)	Commitments have been reviewed & released
Emergency Accommodation	0	7	(7)	0
Leaseholder Services	60	53	7	Increase in Leaseholder's premium for 2021-22
Garage and Commercial Properties	250	245	5	Loss of garage income due to voids & loss of court income
Directorate & Centralised costs	327	327	0	Unbudgeted Executive Director/Corporate Director posts plus support costs
Total HRA	742	696	46	

6 Capital Programme as Month 5

- 6.1 The General Fund and HRA capital programmes have currently spent a gross £13.948m to the end of the fifth month against approved budgets of £321.897m. Forecast spend is £284.998m resulting in a forecast variance of £36.89m, all in the General Fund. Actuals to date are still impacted by accruals brought forward from 2020/21 which have yet to be invoiced and do not take into account accruals for works so far completed.
- 6.2 The table below summarises the capital spend to date by department with further details of individual schemes provided in Appendix 2.

Table 6 – Capital Programme

Department	Revised Budget 2021/22 (incl. approved slippage from 2020/21)	Actuals 2021/22 as Month 5	Forecasts 2021/22 as Month 5	Variance
	£'000	£'000	£'000	£'000
Adult Social Care and Health	788	4	788	0
Housing	7,422	65	7,529	107
Children, Families and Education	26,078	5,505	16,594	(9,484)
Place	78,055	2,240	56,132	(21,923)
Resources	26,345	421	20,746	(5,599)
General Fund Total	138,688	8,235	101,789	(36,899)
Housing Revenue Account	183,209	5,713	183,209	0
LBC CAPITAL PROGRAMME TOTAL	321,897	13,948	284,998	(36,899)

- 6.3 Further work will be done over the coming months to review the budget provision for 21/22 and the review will focus on ensuring the capital budgets are properly profiled to reflect the actual delivery of various projects. This work will include the reflection of 20/21 slippage and will be reported to a future meeting of the cabinet for approval.

7 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 7.1 Finance comments have been provided throughout this report.

Approved by Richard Ennis, Interim Corporate Director of Resources (Section 151) and Deputy Chief Executive)

8 LEGAL CONSIDERATIONS

- 8.1 The Council is under a statutory duty to ensure that it maintains a balanced budget and to take any remedial action as required in year.

- 8.2 The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council's Chief Finance Officer has established financial procedures to ensure the Council's proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for Cabinet to receive information about the revenue and capital budgets as set out in this report
- 8.3 The monitoring of financial information is also a significant contributor to meeting the Council's Best Value legal duty and therefore this report also complies with that legal duty.

Approved by Doutimi Aseh, Director of Law and Governance & Deputy Monitoring Officer (interim)

9 HUMAN RESOURCES IMPACT

- 9.1 There are no immediate workforce implications as a result of the recommendations in this report. Any mitigation on budget implications that may have effect on direct staffing will be managed in accordance with relevant human resources policies and where necessary consultation with recognised trade unions.

Approved by: Gillian Bevan, Head of Human Resources

10 EQUALITIES IMPACT

- 10.1 There are no specific equalities issues set out in this report.
- 10.2 In setting the Council's budget for 2021/22, all savings proposals were required to complete an Equality Impact Assessment. As Officers deliver against the approved budget, including the savings within it, they will continue to monitor for any unanticipated equality impacts.

Approved by: Gavin Handford, Director of Policy & Partnership

11 ENVIRONMENTAL IMPACT

- 11.1 There are no specific environmental impacts set out in this report

12 CRIME AND DISORDER REDUCTION IMPACT

- 12.1 There are no specific crime and disorder impacts set out in this report

13 DATA PROTECTION IMPLICATIONS

13.1 There are no specific data protection impacts set out in this report

CONTACT OFFICER: Nish Popat, Interim Head of Corporate Finance

APPENDICES: Appendix 1 – Service Budgets and Forecasts
Month 5
Appendix 2 – Capital Programme Month 5
Appendix 3 – Period 4 Financial Performance
Report
Appendix 4 – Service Budgets and Forecasts
Month 4
Appendix 5 – Capital Programme Month 4

BACKGROUND DOCUMENTS: None

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SERVICE BUDGETS AND FORECASTS MONTH 5

	Approved Budget (£,000's)	Current Actuals (£,000's)	(%age) (%age)	Full-Yr Forecast (£,000's)	Projected Variance (£,000's)
C1410P : ADULT SOCIAL CARE AND ALL-AGE DISABILITY	122,347	40,999	0	122,188	(159)
C1415P : INTEGRATION AND INNOVATION	1,803	(2,255)	(1)	1,802	(1)
C1662P : PUBLIC HEALTH	-	(1,647)	-	-	-
TOTAL HWA	124,150	37,097	0	123,990	(160)
C1250P : GATEWAY SERVICES	23,047	7,868	0	23,054	7
C1420P - Housing Assessment & Solutions	5,979	(3,236)	(1)	7,961	1,982
TOTAL GATEWAY AND HOUSING	29,026	4,632	(0)	31,014	1,988
C1120P : PLANNING	896	633	1	694	(202)
C1160P : GROWTH EMPLOYMENT AND REGENERATION	1,454	4,059	3	1,390	(64)
C1114P : CROYDON CULTURE GROWTH	11,213	1,143	0	10,355	(858)
C1110P : PUBLIC REALM	36,346	25,238	1	40,389	4,043
C1130P : VIOLENCE REDUCTION NETWORK	1,931	460	0	1,903	(28)
C1100P : PLACE DIRECTORATE SUMMARY	(167)	510	(3)	(207)	(40)
C1116P : CROYDON GROWTH FUND	40	156	4	40	-
C1150P : HOMES AND SOCIAL INVESTMENT	10,105	3,035	0	10,184	79
C1140P : PLACE HOLDING AND SUSPENSE ACCOUNTS	-	(143)	-	-	-
C1115P : DEVELOPMENT	-	18	-	-	-
C1135P : PLACE BALANCE SHEET SUMMARY	-	0	-	-	-
TOTAL PLACE	61,818	35,110	6	64,748	2,930
C1245P : CHILDREN, FAMILIES AND EDUCATION DIRECTORATE SUMMARY	10,732	364	0	10,732	-
C1205P : QUALITY, PERFORMANCE AND IMPROVEMENT	428	473	1	153	(275)
C1210P : CHILDREN'S SOCIAL CARE DIRECTORATE (exc UASC)	82,218	22,572	0	80,836	(1,382)
C1210P : CHILDREN'S SOCIAL CARE - UASC only	795	4,888	6	2,121	1,326
C1220P : EDUCATION CLOSED SCHOOL	12,087	19,302	2	12,010	(77)
TOTAL CHILDRENS, FAMILIES AND EDUCATION	106,260	47,599	9	105,852	(408)

C1900P : STRATEGY AND PARTNERSHIPS	3,578	1,889	1	3,215	(363)
C1610P : DIRECTOR OF COMMISSIONING AND PROCUREMENT	8,082	(1,855)	(0)	7,608	(474)
C1620P : DIRECTOR OF HUMAN RESOURCES	191	2,699	14	10	(181)
C1655P : RESOURCES DIRECTORATE SUMMARY	(173)	(12,058)	70	181	354
C1665P : DIRECTOR OF FINANCE INVESTMENT AND RISK	10,885	73,046	7	10,531	(354)
C1670P : CROYDON DIGITAL SERVICE	406	6,696	16	286	(120)
C1675P : DIRECTOR OF LAW AND GOVERNANCE	7,147	2,558	0	7,300	153
C1605P : DIRECTOR OF FM AND SUPPORT SERVICES	258	-	-	258	-
C1650P : RESOURCES SUSPENSE AND HOLDING ACCOUNTS	-	1,155	-	-	-
TOTAL RESOURCES	30,374	74,132	108	29,389	(985)

Capital Programme Month 5

CAPITAL BUDGETS, MONITORING AND FORECASTS - PERIOD 5 Scheme Name	Approved Budget 2021/22 (£,000's)	Actual to Date 2021/22 (£,000's)	Forecast for Year 2021/22 (£,000's)	Variance for Year 2021/22 (£,000's)
Adults ICT	284		284	-
Adult Social Care Provision	4	4	4	-
Provider Services - Extra Care	500		500	-
Adults Health and Social Care Sub Total	788	4	788	0
Disabled Facilities Grant	4,373	338	4,373	-
Empty Homes Grants	400	297	400	-
Bereavement Services	1,711	24	1,818	107
Sheltered Housing	938		938	-
Gateway and Housing Sub Total	7,422	65	7,529	107
Education – Fire Safety Works	2,057		1,052	(1,005)
Education - Fixed Term Expansions	2,124	207	368	(1,756)
Education - Major Maintenance	7,523	1,006	2,945	(4,578)
Education - Miscellaneous	821	96	366	(455)
Education - Permanent Expansion	403	117	425	22
Education - Secondary Estate	134	36	88	(46)
Education - SEN	13,016	4,043	11,350	(1,666)
Children, Families and Education Sub Total	26,078	5,505	16,594	(9,484)
Allotments	309		309	-
Asset management ICT database	-		-	-
Brick by Brick programme	20,000		10,000	(10,000)
CALAT Transformtion	396	1	-	(396)
Community Ward Budgets	1,616		1,616	-
Devolution initiatives	-		-	-
Electric Vehicle Charging Points	1,700		-	(1,700)
Feasibility Fund	505	13	200	(305)
Fieldway Cluster (Timebridge Community Centre)	3,023	114	3,023	-
Growth Zone	8,210	265	4,000	(4,210)
Grounds Maintenance Insourced Equipment	1,200		1,200	-

Appendix 2

Highways - maintenance programme	17,531	2,061	12,340	(5,191)
Highways - maintenance programme (staff recharges)	567		567	-
Highways – flood water management	286	85	1,076	790
Highways – bridges and highways structures	141	198	1,139	998
Highways - Tree works	-	7	-	-
Measures to mitigate travellers in parks and open spaces	73		73	-
Leisure centres equipment upgrade	628	7	596	- 32
Libraries Investment - General	1,914	14	1,914	-
Libraries investment – South Norwood library	512		512	-
Museum Archives	100		100	-
Neighbourhood Support Safety Measures	50		50	-
New Addington wellbeing centre	979		-	(979)
Parking	3,401		4,305	904
Park Life	381		-	(381)
Play Equipment	1,522		1,522	-
Safety - digital upgrade of CCTV	1,559		1,559	-
Section 106 Schemes	4,674	13	4,674	-
SEN Transport	1,289	-	1,289	-
Signage	137		137	-
South Norwood & Kenley Good Growth	5	29	502	497
Sustainability Programme	625		-	(625)
TFL - LIP	392	567	392	-
Unsuitable Housing Fund	14		14	-
Walking and cycling strategy	-		875	875
Waste and Recycling Investment	3,116		1,558	(1,558)
Waste and Recycling – Don't Mess with Croydon	1,358		590	(768)
Schemes with completion date prior to 2020/21	158		-	158
Place Sub Total	78,055	2,240	56,132	(21,923)
Asset Strategy - Stubbs Mead	3,298		700	(2,598)
Asset Strategy Programme	770		405	(365)

Asset Acquisition Fund	415		-	(415)
Clocktower Chillers	462		462	-
Corporate Property Programme	4,248	39	2,000	(2,248)
Crossfield (relocation of CES)	146	8	-	146
Emergency Generator (Data Centre)	-		-	-
Finance and HR system	598	111	433	(165)
ICT Refresh & Transformation	9,185	153	9,185	-
People ICT	7,515	108	7,421	(94)
Uniform ICT Upgrade	-	2	140	140
MHCLG Code Sharing Project	-	-	-	-
Resources Sub Total	26,345	421	20,746	(5,599)

NET GENERAL FUND TOTAL	138,688	8,235	101,789	(36,899)
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Asset management ICT database	155	65	155	-
Fire safety programme	5,555	200	5,555	-
Larger Homes	1,339		1,339	-
Major Repairs and Improvements Programme	35,306	5,391	35,306	-
Affordable Housing Programme	31,932	14	31,932	-
BBB Properties part funded by GLA and HRA RTB	108,120		108,120	-
Special Transfer Payments	802	43	802	-
HOUSING NET REVENUE ACCOUNT TOTAL	183,209	5,713	183,209	-

TOTAL CAPITAL PROGRAMME	321,897	13,948	284,998	(36,899)
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REPORT TO:	ELT 7 September 2021
SUBJECT:	Financial Performance Report – Month 4 (July 2021)
LEAD OFFICER:	Richard Ennis, Interim Director of Finance , Investment and Risk (S151 Officer)
SUMMARY OF REPORT:	
<p>This report provides the Council’s annual forecast as at Month 4 (July 2021) for the Council’s General Fund (GF), Housing Revenue Account (HRA) and the capital programme. The report forms part of the Council’s financial management process of publically reporting financial performance against its budgets on a monthly basis.</p>	
FINANCIAL IMPACT	
<p>The Month 4 position is currently indicating a net overspend of £0.291m against budget – this represents a £0.271m adverse movement against the Period 3 forecast. This is before taking into account further risks and risk mitigations. In total, £11.353m (Month 3 £10.626m) of further risks (of which £1.897m relates to approved savings risks) are identified against which £9.456m (Month 3 £8.748m) of potential opportunities are identified and set out in the body of the report. Section 3 details these risks and risk mitigations and further discusses the impact on the General Fund if these were to materialise.</p> <p>The HRA is indicating an overspend of £0.696m (Month 3 £0.802m) against budget. This overspend is further detailed within Section 5 of the report.</p>	

1. RECOMMENDATIONS

- 1.1 ELT are asked to note the General Fund is projecting a net adverse movement of £0.271m from Period 3. Service departments are indicating a £3.742m overspend (Month 3 £3.471m) with this being netted of as in the past three months against release of a one off Covid Grant (£3.451m) confirmed to Croydon Council for 21/22 by MHCLG as part of the Local Government Finance Settlement;
- 1.2 Note that a further number of risks and compensating opportunities may materialise which would see the forecast year-end variance change and these are reported within Section 3 of this report. Should these risks materialise or the mitigations not be effective the Council could overspend by £1.005m (Month 3 £2.847m);
- 1.3 Note the Housing Revenue Account (HRA) is projecting a £0.696m (Month 3 £0.802m) overspend for 2021/22. If no further mitigations are found to reduce this overspend the HRA will need to drawdown reserves from HRA balances which at the moment there are sufficient balances to cover this;

- 1.4 Note the capital spend to date for the General Fund of £4.132m (against a budget of £138.688m) and for the HRA of £5.037m (against a budget of £183.209m), with a projected forecast variance of £27.407m on the general fund against budget and nil forecast variance against budget for the general fund;
- 1.5 Note, the above figures are predicated on forecasts from Month 4 to the year end and therefore could be subject to change as forecasts are refined and new and updated information is provided on a monthly basis. Forecasts are made based on the best available information at this time; and
- 1.6 Note that whilst the Section 114 notice has formally been lifted, the internal controls established as part of the S114, such as the Spend Control Panel remain. However, restrictions have been lifted for ring-fenced accounts such as the Pensions Fund, Housing Revenue Account and Coroner's Costs as these do not directly impact on the financial position of the General Fund. The Spending Control Panel which was set up at the beginning of November 2020 continues to meet on a twice daily basis.

2. EXECUTIVE SUMMARY

- 2.1. This reports sets out the Council's current General Fund revenue budget projected outturn for the full year as at Month 4, July 2021.
- 2.2. The forecast General Fund revenue forecast has worsened by £0.271m from an overspend of £0.020m in Month 3. As would be expected, the identification of options to mitigate these service overspends tend to follow from the identification of pressures and it is expected and required that services formulate plans to address these overspends over the coming month.
- 2.3. Further risks and opportunities not yet sufficiently developed to be included in the forecast itself of a net £0.714m have been identified (risks £11.353m and opportunities of £10.369m) if all materialising would increase the forecast overspend to £1.005m, without further drawdown of covid grant related reserves.
- 2.4. The Housing Revenue Account is forecasting an overspend of £0.696m (a reduction of £0.106m on the Month 3 forecast of £0.802m). This projected variance impacts on HRA balances rather than GF reserves.
- 2.5. The capital programme for both the General Fund and HRA is reporting a spend to date of £9.169m against overall budget of £321.897m, with a forecast underspend of £27.407m.
- 2.6. The Financial Performance Report (FPR) which will continue to be presented to each Cabinet meeting provides a detailed breakdown of the Council's financial position and the challenges it faces. It covers the GF, HRA and capital programme and ensures there is transparency in our financial position, enables scrutiny by both members and the public, and offers reassurance as

regards the commitment by chief officers to more effective financial management and disciplines.

- 2.7. The 2020/21 financial year was a very difficult year for the Council. The former Director for Finance, Risk and Insurance (Section 151 Officer) had to issue the Council's very first S114 notice in November 2020.
- 2.8. A further S114 notice was issued on the 2 December 2020 as the Council continued to have an unbalance budget. Since 8th March 2021 the S114 notice has been lifted as the Council received confirmation of a Capitalisation Direction from MHCLG of up to £70m for 2020/21 and £50m for 2021/22.
- 2.9. The Council has had the benefit of a number of recommendations from various stakeholders and scrutiny panels such as the external auditor's Report in the Public Interest. These recommendations have been taken on board and the Croydon Renewal Plan has been developed which will over the medium term financial strategy period restore the Council's finances to balance and develop a more effective system of internal control.
- 2.10. This report forms part of the reporting framework on the delivery of the Croydon Renewal Plan by ensuring the delivery of the council's budget is reported monthly and transparently.
- 2.11. The Council is still working with the external auditors on finalising the 2019/20 audit of accounts however the 20/21 Outturn has now been presented to Cabinet on 12th July 2021 based around their findings and the accounts have also been published for 20/21.

3. FINANCIAL POSITION

- 3.1. The FPR shows that the Council is forecast to have a General Fund net overspend variance of £0.291m (after drawing down on £3.451m of covid-related grant reserves) – an improvement of £0.563m on the net forecast reported at Month 2 (before additional risks and mitigations), whilst the HRA is projecting a £0.802m overspend before risks mitigations. The current financial forecast is based on the known position at the time of writing this report. It is important that cabinet is aware of the much higher profile that the process has within the Council with iterations of the report going through a range of formal officer meetings including directorate meetings, Executive Leadership team and informal meetings with lead members.
- 3.2. Work is ongoing in departments to review the forecast position for each area and MTFs savings and risks to reduce any overspends and identify further options to mitigate these. Further details and options identified will form part of the monthly Finance Performance Reports.
- 3.3. In 2020/21 the monitoring forecasts presented details of Covid funding that the Council had received from Central Government, however the Government has not provided any further indication that it seeks to continue to fund Local

Government in relation to Covid pressures and thus this section has been removed from 2021/22.

3.4. A detailed review of the Corporate Budgets is also being carried out that will feed into the MTFs and also inform any opportunities that may arise as a result of the review. This will be further detailed within the period 6 report.

3.5. The position of the General Fund is shown below in Table 1.

Table 1 – Month 3 Projection per Directorate

	Month 4	Month 3			
	Forecast Variance	Forecast Variance From Previous month	Change from previous month	Savings Non-Delivery	Other Pressures
	(£,000's)		(£,000's)	(£,000's)	(£,000's)
Children, Families and Education	(558)	(554)	(4)	-	(558)
Adults, Health and Social Care	(195)	(187)	(8)	-	(195)
Gateway & Housing	1,978	1,675	303	-	1,978
Place	3,437	3,451	(14)	-	3,437
Resources	(920)	(914)	(6)	-	(920)
Departmental Total	3,742	3,471	271	-	3,742
Corporate	(3,451)	(3,451)	-	-	(3,451)
Total General Fund	291	20	271	-	291

3.6. Net overspends and underspends within the services budgets are presented as forecast variance (as per Table 1), and are additionally classified as either non-delivery of agreed savings or other pressures. Non-delivery of savings relates to non-achievement of the approved MTFs savings whilst other pressures are as a result of new and external pressures not previously provided for within the Council's 21/22 Budget. Further explanations of these overspends are provided within Section 4 of this report.

3.7 The main areas of movement from Month 3 are as follows:

- Adults, Health and Social Care £0.008m **favourable** movement due to department being able to manage and mitigate the Transitions service overspend;

- Place £0.014m **favourable** minor movement mainly due to reduced Library services expenditure and additional income received from British Library;
- Resources £0.006m **favourable** movement, principally related to staffing savings / vacancies not being filled.
- Housing and Gateway £0.303m **adverse** movement, pressures on homelessness budgets due to increased cases and increases in bad debt provisions.
- Children's Families and Education £0.004m **favourable** movement due to staff vacancies.

Further details can be found in section 4 of this report.

Risks and Risk mitigations

- 3.8 As mentioned within paragraph 3.1 the forecast has been reported excluding further potential risks and risk mitigations. Risks and Risk mitigations are split into quantified and unquantified items.
- 3.9 As with the forecast set out in Table 1 risks are separately reported for those elements that relate to potential under-delivery of approved savings, and those that are new and not directly related to agreed savings plans.
- 3.10 Table 2a below provides for details of MTFs savings at risk with a brief commentary of the projects that are at risk of delivery and Table 2b provides a list of quantified and unquantified other risks. The savings are subject to a separate assurance process involving both the Chief executive and the Section 151 officer meeting with the directorates and the director of policy and programmes, the most recent of these was in early July. This identifies savings at risk and mitigations for both the current and future years. Where risks are quantified currently, these are based on high level information and departmental experiences of the service. At this stage, services are sufficiently confident in being able to manage or mitigate these risks that they are not included as part of the present forecast year-end position. However, the figure has been provided to indicate to Cabinet the likely financial impact on the budget and therefore the need to take action to deal with the risk should they materialise.

Table 2a – MTFS Savings Risk

MTFS Savings Ref	MTFS Savings Description	Savings at risk	Savings at risk	Change From Prior Month
		(£,000's)	(£,000's)	(£,000's)
CFE Sav 07	Improve Practice System Efficiency	1,065	1,065	0
CFE Sav 09	Review Children's Centres Delivery Model	0	237	(237)
CFE Sav 10	Additional Education Savings	15	15	0
Children, Families and Education Total		1,080	1,317	(237)
Adults, Health and Social Care Total		0	0	0
HWA Sav 17	PLAN B Contact centre and Access Croydon: Reduction in line management	0	23	(23)
HWA Sav 21	C13767 - Reduction in Welfare Rights (PLAN B - deletion of service)	0	73	(73)
Gateway & Housing Total		0	96	(96)
PLA Sav 08	Public Protection and Licensing Highways & Parking Services merger	50	50	0
PLA Sav 13	Public Protection and Licensing - Discontinue providing a night time noise service.	13	13	0
PLA Sav 24	Parking charges increase 30p/30min	754	754	0
Place Total		817	817	0
Resources Total		0	0	0
Total Savings at Risk		1,897	2,229	(237)

Data above taken from Savings Tracker 23rd August 2021

3.11 Table 2a indicates that there are potential £1.897m worth of savings (£2.229m in Month 3) that may not be achieved, however services are currently carrying out further work to ensure these can be delivered or otherwise mitigated. So far no specific mitigations have been fully identified. Directorates are working up proposals to bring these savings at risk back on track.

3.12 Future FPR reports will update progress on these savings at risk. If these savings are deemed to be definitely non-deliverable they will be factored into

the monthly forecast and incorporated into the forecast outturn position provided in Table 1. The services have been instructed to find mitigations for all savings that cannot be delivered to meet their budgetary total per directorate.

- 3.13 Section 4 gives details of all the movements between month 3 and month 4 and identifies and movements in delivery of MTFs savings, risks and mitigating items that are factored into the forecast assumptions.

Table 2b – Other quantifiable and unquantifiable risks

Quantified Risks	£'000	£'000	Details of Risk
	P4	P3	
Children, Families and Education	4,963	4,963	<p>£4,571k - Asylum Seekers (UASC)</p> <p>£232k - CSC Staffing Pressure</p> <p>£160k - Education service for schools (Covid impact on income generation)</p>
Adults, Health and Social Care	700	700	<p>£700k - Transitions - value of late prior year payments based on 20/21</p>
Gateway & Housing	533	500	<p>£500k - Demand for Emergency/Temporary Accommodation likely to increase.</p> <p>£33k Contact Centre Saving not achievable</p>
Place	2,130	1,500	<p>SEN Travel - £533k No Travel Training occurring currently and this could impact - current estimates are based on 10% of the overall £2m being at risk, and also the impact on the supplier relief programme of discounts on early payment being at risk.</p> <p>Parking income risks - £1m parking penalties at risk relating to notices issued and collection rates.</p> <p>£390k - SEN new routes introduced compared against P2 have increased by £39K, HOS describe this routes is temporary and so may not be fully realised throughout the year. If this became permanent then we would expect a £390k pressure for the rest of the year.</p> <p>£240k - Food Safety Team have an establishment gap budget, this has resulted in no recruitment to these roles and a pressure on the work they perform. This could result in action from the Food Standard Agency so needs to be carefully monitored maximum exposure if staff need to be recruited £240k.</p>

Appendix 3

Resources	1,130	734	£730k - Legal Internal recharges income forecast is not matched by legal recharges expenditure in departments (currently £730k difference)
			£400k Insurance and Risk - forecast to budget on basis that schools income pressure can be mitigated by reduction in premiums and claims - risk is currently up to £400k
Total Quantified Risks	9,456	8,397	
Un-Quantified Risks			
Children, Families and Education			Children Social Care -Placement costs – validation of growth approved currently being completed
Adults, Health and Social Care			TBC - Impact of long Covid - not quantifiable at this stage
			TBC - Potential for further NHS funding for Covid depending on 3rd wave impact - not known at this stage
Housing & Gateway			Housing Additional unquantified risk related to landlord eviction ban being lifted at the end of May 2021 leading to a significant increase in demand for homeless services.
			TBC - Potential DFG fees income pressure due to Covid as the service were unable to conduct adaptations 2020/21 - aiming to catchup all outstanding work in 21/22
			TBC - NRPF service is demand led so projected underspend could change
Place			SEN PRESSURE - Some routes split due to Covid social distancing role, No Travel Training occurring over the last 12 months, this potentially has an impact of around £1million/year, Addington Valley Academy additional students, Single students attending schools, Changes to contractors providing services in year, due to performance issues.
			TBC - Waste Collection and Street Cleansing Contract - Income Risk to Commercial Waste Income Collection in 20/21 due to COVID & 21/22 - under commercial dialogue with Veolia
			TBC - Further commercial tenants are not able to pay rental income and will need to be written off, or will give notice on leases
Resources			None
Corporate			None

3.14 Table 3 provide a list of quantified and unquantified risk mitigations. These are potential risk mitigations that will require further assurance to be included within the forecast. Services managers have identified these as potential mitigations to the risks identified Tables 2a and 2b. Any additional risk mitigations also help the overall financial position of the Council as these would help generate a larger underspend that can be put away into reserves to support future MTFS gaps.

Table 3 - Quantifiable and unquantifiable risk mitigations

Quantified Opportunities	P4 £'000	P3 £'000	Details of Opportunities
Children, Families and Education	-	-	
Adults, Health and Social Care	(1,830)	-	The impact of health funding / Scheme 3 funding on care packages: (projected £830k)
			Scheme 3 HDP funding ceases on 30th September. Currently NHSE is taking views on the impact of this funding ending. We have input with SWLCCG requesting that funding continue to the end of the financial year : (projected £1,000k)
Gateway & Housing	(1,010)	-	Homelessness debt collection team currently protected from staff cuts - mitigate risk of debt costs (projected as £800k).
			Property acquisition coming into HRA portfolio will allow tenants in nightly paid accommodation to move onto Assured Shorthold Tenancies and reduce the impact of rising demand. This addresses the £210k of risk from homelessness demand shown but will be unlikely to impact the forecast as shown.
Place	-	-	
Resources	-	-	
Corporate	(7,799)	(7,799)	Potential reduced spend against the Covid Grant
Total Quantified Opportunities	(10,639)	(7,799)	

Un-Quantified Opportunities	P4 £'000	P3 £'000	Details of Opportunities
Children, Families and Education	-	-	TBC - Corporate distribution of contact inflation and staffing budget deficits for 0.75% 2020/21 pay award and pension employer contribution
	-	-	WIP - Placement costs – validation of growth approved

	-	-	currently being completed WIP - CSC establishment review coming to a conclusion and is expected to realise sufficient savings to mitigate against savings at risk due to delay in completion of the respective MTFS delivery plans WIP - Transformation funding approved for a number of MTFS savings programme projects
Adults, Health and Social Care	-	-	TBC - The impact of health funding / Scheme 3 funding on care packages
	-	-	TBC - Scheme (3) HDP funding ceases on 30th September. Currently NHSE is taking views on the impact of this funding ending. We have input with SWLCCG requesting that funding continue to the end of the financial year
	-	-	TBC - Leases – renegotiate the lease. Need to confirm the numbers due to expire this financial year TBC
Gateway & Housing	-	-	TBC - Property acquisition coming into HRA portfolio will allow tenants in nightly paid accommodation to move onto Assured Shorthold Tenancy
	-	-	TBC - Leases – renegotiate the lease. Need to confirm the numbers due to expire this financial year
	-	-	TBC - Review of under occupied tenancy
Place	-	-	
Resources	-	-	Revs and Benefits - Recharge to HRA for some Complaints costs to bring income to GF.
	-	-	TBC - Over-achievement of legal income budgets (although internal income would be matched by reduced forecasts costs in departments been charged)
Corporate			None
Total Un-Quantified Opportunities	-	-	

3.15 As at Month 4, if all risks and risk mitigations were to materialise, along with the forecast reported in Table 1 the General Fund would overspend by £1.005m. However, budget holders at this stage of the financial year tend to be over cautious in terms of identifying potential underspend whilst being more aware of budget pressures. The situation will be clarified as the year progresses and the monthly budget reports show more detail on the patterns of income and expenditure and the longer term impact of Covid on Council services becomes clearer. Service managers have been instructed to identify and implement mitigations to spend within their approved funding envelopes. As such compensating measures are developed the impact of the net risks is expected to decline. Successful examples of this are the positive variances in adult social care & Resources between months 2 and 3.

- 3.16 A number of the projected variances or risks relate to the continued impact of the Covid pandemic and would not be expected to continue for the whole year or over future years. In particular parking and traffic income continues to be affected for which part grant compensation is only receivable for the first quarter of 2021/22. Other pressures such as SEN costs (with no grant funding) have been impacted in delays in delivering travel training impacting on transport cost pressures.
- 3.17 There are however areas where budgets will need to be reviewed with a view to being rebased as they were not adjusted as part of the right sizing of budgets in the 2021/22 budget setting. Two significant areas that will need to be reviewed before budget setting in 2022/23 are SEN transport costs, and costs relating to Emergency and Temporary accommodation. Additional costs arising will need to be funded from within the existing Council wide budget envelope.

4 SERVICE VARIANCE DETAIL

4.1 Children, Families and Education (CFE)

The CFE directorate is forecasting a £0.558m underspend for Month 4 (favorable movement of £0.004m from Month 3). This is a net position after factoring all budgeted income and expenditure within the directorate.

The main cause of this underspend is due to the voluntary redundancy savings previously identified as mitigations now being included within the forecast. Furthermore the service has been carrying a number of other vacancies since the start of the financial year which is contributing towards a projected underspend.

Whilst the forecast is indicating an underspend the Directorate are indicating potential risks that could adversely impact on the forecast. Table 2a details MTFs savings, totaling £1.317m (£0.654m in Month 2), that are at risk of non-delivery. Furthermore, Table 2b indicates that there is a further £4.963m of other risks (£4.963m in Month 2) which could materialise through this financial year. There are no risk mitigations being projected (Month 2 £0.312m) as these have now been included within the forecast. The Directorate is undertaking a review of the UASC model and also discussions are being held with the Government to seek direct funding to support the USAC pressure.

Both MTFs risks and further risks have moved adversely by £0.663m due to reduced confidence in delivery of the operational efficiency saving project.

4.2 Adults, Health and Social Care

The HWA directorate are forecasting a small underspend of £0.195m (an improvement of £0.008m from Period 3).

Whilst the department is showing a slight underspend, table 2b identifies a further £0.700m of potential additional risks. The risks identified of £0.700m that

relate to transitions of children social care clients to adult services have not moved since the last report and still remain the same.

4.3 Gateway & Housing

Housing Directorate is forecasting an overspend of £1.978m. This is an adverse movement of £0.303m to the projection reported at Month 3.

The main cause of this movement relates to cost and demand increases within the Emergency and Temporary Accommodation services. Demand for Emergency Accommodation is assumed to increase due to the negative economic after effects of Covid-19. Furthermore, this is also likely to impact the need to maintain a sufficient level of bad debt provision to cover risks of non-payment of outstanding rents.

Gateway Services are forecasting a net £0.009m overspend, which is a £0.006m favourable movement in their position from Month 3. This is largely due to a change in the projected non-achievement of registrars' income due to Covid restrictions.

Furthermore the service has identified £0.533m of other risk within this portfolio relating to potential further temporary accommodation pressures emerging of £0.500m and £0.033m of potential contact centre savings that will not be achievable. Further work will be done to ensure the bad debt risks are minimised and that risk does not materialise.

4.4 Place

The Place directorate is forecasting a net overspend of £3.437m (£3.451m at Month 3) – a reduction of £0.014m. The pressures continue to be around Highways, SEN Transport and Environmental services.

In addition to the forecasted overspend the Place directorate, as indicated in Table 2a and 2b, have provided for additional risks due to non-delivery of MTFS savings of £0.817m and £2.130m for other risks. Non delivery of MTFS savings relate to the fall in P&D parking income, and risks have been identified around both SEN in relations to travel training which would lead to an increase/requirement to continue to provide transport and level of penalty charge notices.

4.5 Resources

The Resources directorate is forecasting a slightly improved underspend position of £0.920m (overspend £0.914m in Month 3). This is a net position after factoring all budgeted income and expenditure within the directorate.

The main reasons for this underspend relate to better than projected collection of court cost income in relation to Revenue & Benefits activities and various

staffing related underspends. Main causes of staff related underspends are for vacancies not being filled.

These movement in risks have been so far been identified but whilst they may still materialize work is ongoing to try and work to mitigate these as we progress through the financial year.

4.6 Corporate

The Council received a non-fenced grant of £11.250m from Central Government in relation to additional costs that may be incurred in the current financial year as a result of Covid 19 and was announced in the December Local Government Finance Settlement. Any costs incurred by departments are expected to be met from existing service budgets and the grant is available to meet any additional service costs over expenditure. Where practicable additional costs including lost income arising from Covid will be identified and reported separately in future reports. The forecast General Fund variance of £3.471m is currently offset by utilizing £3.451m of this grant.

4.7 The cost of financing the capital programme is retained corporately, this is still being reviewed and an updated position will be provided in Month 6, however we do not anticipate any pressures to arise from these budgets.

4.8 Table 4 below summaries the overall positions

Table 4 – Summary – Month 4 Position

Month 4	
	(£,000's)
Table 1 - Forecast	291
Table 2a - MTFS Savings Risk	1,897
Table 2b - Quantifiable Risks	9,456
Table 3 - Quantifiable Opportunities	(10,639)
Total	1,005

Housing Revenue Account (HRA)

4.9 Table 4 provides a summary of the HRA Month 4 monitor, which is currently indicating a £0.696m overspend (Month 3 £0.802m). The HRA is a self-financing ring-fenced account and will need to ensure it remains within the resources available, taking into account levels of HRA reserves. The improvement from the month 3 forecast is due to the fact that there are a number of service that have identified further underspends in the main due to staff costs and legal fees.

4.10 The Service Finance team are currently working on the HRA business plan that takes a 30 year forward look and this will be presented to Cabinet in October 2021.

4.11 The forecast overspend reported in Table 5 can be contained within HRA reserves provisionally forecast at £27.6m as at 31st March 2021.

Table 5 – Housing Revenue Account (HRA) at Month 4

SERVICES	Projected Variance For Month 4	Variance For Previous Month 3	Change From Previous Month	Explanation of Variations
	£'000	£'000	£'000	
Responsive Repairs	778	719	59	<p>£200k - Higher volume and value of gas repairs work</p> <p>£123k - Increase in average costs due to higher value voids, due to their condition when vacated.</p> <p>£603k - Additional spend due to high volume and value of Price per Property (PPP)exclusion works - these works are not covered under the PPP fixed costs</p> <p>£722k overspend relating to legal costs and disrepair compensation. - Around 120% increase forecasted against last year's outturn.</p> <p>(£126k) - Underspend expected against the Specialist work - involving non Axis contractors</p> <p>(£664k) - Staffing vacancies within the service, which are being held to offset divisional pressure</p> <p>(£80k) - Supplies & Services underspend mainly relating to staffs WFH.</p>
Asset Management & Involvement	(375)	(381)	6	<p>This area is being split and as new BM's have no access to the system yet this has been manually forecasted</p> <p>(£154k) - Vacancies & secondments not being covered</p> <p>(£219k) - Reduction in forecast on Legal Fees & Employee Recharges, and other minor savings</p>
Homes & Schools Improvement	(295)	(281)	(14)	<p>(£295k) - Staffing underspend due to vacancies and long term sick. Service also have supplies & services budget which have been released as staffs still working from home.</p>
Regeneration Growth	(273)	(273)	0	<p>(£273k) - A restructure targeting general fund savings has resulted in a disbanding of the whole team, including those posts funded by the HRA</p>
Neighbourhood Operations	(122)	(102)	(20)	<p>3 fte vacancies covers non budgeted shift allowance (on overtime code); reduction in forecasting on Supplies & Services Recharge - based on previous years</p>
Housing Renewal	(19)	(19)	0	<p>(£19k) - Under spend due to reflecting current years demand for home safety equipment</p>
Housing Solutions	209	207	2	<p>£252k - Concord, Sycamore & Windsor overspend on costs combined with a high level of voids based on 20/21 outturn</p>

				(£43k) - Housing Standards Team staffing variance (1 fte vacant)
People Centralised	0	0	0	
Service Development	(123)	(54)	0	(£54k) - Various Supplies & Services budgets released to offset pressure within service area. (£69k) – reduction in legal commitments
Income & Lettings	137	137	0	£133k - Unachievable income recharges £41k - Bank charges incurred when payments are made by debit/credit cards (£37k) offset by underspend of -£37k within supplies & services
Neighbourhood & Tenancy Service	147	258	(111)	£65k - Overtime for caretakers, due to week end work £110k - Security costs - CAYSH & Profile security services £29k - Ombudsman subscription £60k - Regina road expenses £42k – Bed and Breakfast charges (£159k) - Supplies & Services and resident involvement underspend
Emergency Accommodation	7	10	(3)	(£54k) - staffing variance (2 fte vacant) £18k - Consultancy - medical advice £43k - Membership and subscriptions - Home Connections
Leaseholder Services	53	30	23	£30k - increase on premises insurance
Tenants Income	0	0	0	
Garage and Commercial Properties	245	224	67	£27k - Rent allowance £20k - shortfall in other sources of income £121k - Garage rent loss through voids due to additional garage in a disrepair state being handed over by BBB £80k - Court costs income (£24k) - Minor Variation
Directorate & Centralised costs	327	327	0	£200k - Unbudgeted Executive Director / Corporate Director posts plus support costs for 10 months

				<p>£45k - Supernumerary Policy & Performance post to progress Housing Strategy for 9 months</p> <p>£82k - unbudgeted insurance cover for HRA excess liabilities historically charged to the general fund</p>
Total HRA	696	802	(106)	

5 Capital Programme as Month 4

- 5.1 The General Fund and HRA capital programmes have currently spent a gross £9.169m to the end of the fourth month against approved budgets of £321,897m. Forecast spend is £294.3490m resulting in a forecast variance of £27.4m. Actuals to date are still impacted by accruals brought forward from 2020/21 which have yet to be invoiced and do not take into account accruals for works so far completed.
- 5.2 The table below summarises the capital spend to date by department with further details of individual schemes provided in Appendix 5.

Table 6 – Capital Programme

Department	Revised Budget 2021/22 (including approved slippage from 2020/21)	Actuals 2021/22 as Month 4	Forecasts 2021/22 as Month 4	Variance
	£'000	£'000	£'000	£'000
Adult Social Care and Health	788	4	788	0
Housing	7,422	-129	7,529	107
Children, Families and Education	26,078	3,941	26,207	129
Place	78,055	15	56,011	-22,044
Resources	26,345	301	20,746	-5,599
General Fund Total	138,688	4,132	111,281	-27,407
Housing Revenue Account	183,209	5,037	183,209	0
LBC CAPITAL PROGRAMME TOTAL	321,897	9,169	294,490	-27,407

- 5.3 Further work will be done over the coming months to review the budget provision for 21/22 and the review will focus on ensuring the capital budgets are properly profiled to reflect the actual delivery of various projects. This work will include the reflection of 20/21 slippage and will be reported to a future meeting of the cabinet for approval.

6 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

6.1 Finance comments have been provided throughout this report.

Approved by Richard Ennis, Interim Director of Finance, Investment and Risk (S151 Officer)

7 LEGAL CONSIDERATIONS

7.1 The Council is under a statutory duty to ensure that it maintains a balanced budget and to take any remedial action as required in year.

7.2 The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council's Chief Finance Officer has established financial procedures to ensure the Council's proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for Cabinet to receive information about the revenue and capital budgets as set out in this report

7.3 The monitoring of financial information is also a significant contributor to meeting the Council's Best Value legal duty and therefore this report also complies with that legal duty.

8 HUMAN RESOURCES IMPACT

8.1 There are no immediate workforce implications as a result of the recommendations in this report. Any mitigation on budget implications that may have effect on direct staffing will be managed in accordance with relevant human resources policies and where necessary consultation with recognised trade unions.

9 EQUALITIES IMPACT

9.1 There are no specific equalities issues set out in this report.

9.2 In setting the Council's budget for 2021/22, all savings proposals were required to complete an Equality Impact Assessment. As Officers deliver against the approved budget, including the savings within it, they will continue to monitor for any unanticipated equality impacts.

10 ENVIRONMENTAL IMPACT

10.1 There are no specific environmental impacts set out in this report

11 CRIME AND DISORDER REDUCTION IMPACT

11.1 There are no specific crime and disorder impacts set out in this report

12 DATA PROTECTION IMPLICATIONS

12.1 There are no specific data protection impacts set out in this report

CONTACT OFFICER: Nish Popat, Interim Head of Corporate Finance

APPENDICES: Appendix 4 – Service Budgets and Forecasts
Month 4
Appendix 5 – Capital Programme Month 4

BACKGROUND DOCUMENTS: None

SERVICE BUDGETS AND FORECASTS MONTH 4

	Approved Budget (£,000's)	Current Actuals (£,000's)	(%age) (%age)	Full-Yr Forecast (£,000's)	Projected Variance (£,000's)
C1410P : ADULT SOCIAL CARE AND ALL-AGE DISABILITY	120,527	19,539	0	120,339	(188)
C1415P : INTEGRATION AND INNOVATION	3,334	905	0	3,327	(7)
C1662P : PUBLIC HEALTH	-	2,140	-	-	-
TOTAL HWA	123,861	22,584	0	123,666	(195)
C1250P : GATEWAY SERVICES	23,298	4,819	383%	23,307	9
C1420P - Housing Assessment & Solutions	5,728	(4,560)	-226%	7,697	1,969
TOTAL Gateway&Housing	29,026	259	2	31,004	1,978
C1120P : PLANNING	896	554	62%	864	(32)
C1160P : GROWTH EMPLOYMENT AND REGENERATION	1,454	3,445	237%	1,154	(300)
C1114P : CROYDON CULTURE GROWTH	11,213	901	8%	10,832	(381)
C1110P : PUBLIC REALM	36,346	11,016	30%	40,513	4,167
C1130P : VIOLENCE REDUCTION NETWORK	1,931	93	5%	1,875	(56)
C1100P : PLACE DIRECTORATE SUMMARY	(167)	429	-257%	(207)	(40)
C1116P : CROYDON GROWTH FUND	40	128	321%	40	-
C1150P : HOMES AND SOCIAL INVESTMENT	10,105	3,978	39%	10,184	79
C1140P : PLACE HOLDING AND SUSPENSE ACCOUNTS	-	(131)	0%	-	-
C1115P : DEVELOPMENT	-	15	0%	-	-
C1135P : PLACE BALANCE SHEET SUMMARY	-	0	0%	-	-
TOTAL PLACE	61,818	20,429	33%	65,255	3,437

C1245P : CHILDREN, FAMILIES AND EDUCATION DIRECTORATE SUMMARY	10,732	273	0	10,732	-
C1205P : QUALITY, PERFORMANCE AND IMPROVEMENT	428	370	1	145	(283)
C1210P : CHILDREN'S SOCIAL CARE DIRECTORATE (exc UASC)	80,585	16,992	0	80,406	(179)
C1210P : CHILDREN'S SOCIAL CARE - UASC only	738	4,262	6	738	0
C1220P : EDUCATION	14,069	13,829	1	13,972	(97)
TOTAL CHILDRENS, FAMILIES AND EDUCATION	106,552	35,726	8	105,994	(558)
C1900P : STRATEGY AND PARTNERSHIPS	3,578	1,645	0	3,295	(283)
C1610P : DIRECTOR OF COMMISSIONING AND PROCUREMENT	8,082	(2,737)	(0)	7,608	(474)
C1620P : DIRECTOR OF HUMAN RESOURCES	191	2,161	11	5	(186)
C1655P : RESOURCES DIRECTORATE SUMMARY	(173)	(12,130)	70	129	302
C1665P : DIRECTOR OF FINANCE INVESTMENT AND RISK	10,885	59,632	5	10,611	(274)
C1670P : CROYDON DIGITAL SERVICE	406	5,596	14	251	(155)
C1675P : DIRECTOR OF LAW AND GOVERNANCE	7,147	2,388	0	7,297	150
C1605P : DIRECTOR OF FM AND SUPPORT SERVICES	258	-	-	258	-
C1650P : RESOURCES SUSPENSE AND HOLDING ACCOUNTS	-	1,020	-	-	-
TOTAL RESOURCES	30,374	57,574	101	29,454	(920)

Appendix 5

CAPITAL BUDGETS, MONITORING AND FORECASTS - PERIOD 4	Approved Budget	Actual to Date	Forecast for Year	Variance for Year
Scheme Name	2021/22	2021/22	2021/22	2021/22
	(£,000's)	(£,000's)	(£,000's)	(£,000's)
Adults ICT	284	-	284	-
Adult Social Care Provision	4	4	4	-
Provider Services - Extra Care	500		500	-
Adults Health and Social Care Sub Total	788	4	788	-
Disabled Facilities Grant	4,373	154	4,373	-
Empty Homes Grants	400	307	400	-
Bereavement Services	1,711	24	1,818	107
Sheltered Housing	938		938	-
Gateway and Housing Sub Total	7,422	129	7,529	107
Education – Fire Safety Works	2,057		1,052	(1,005)
Education - Fixed Term Expansions	2,124	202	2,600	476
Education - Major Maintenance	7,523	653	8,761	1,238
Education - Miscellaneous	821	96	366	(455)
Education - Permanent Expansion	403	80	410	7
Education - Secondary Estate	134	34	87	(47)
Education - SEN	13,016	2,876	12,931	(85)
Children, Families and Education Sub Total	26,078	3,941	26,207	129
Allotments	309		309	0
Brick by Brick programme	20,000		10,000	(10,000)
CALAT Transformtion	396		-	(396)

Appendix 5

Community Ward Budgets	1,616		1,616	0
Electric Vehicle Charging Points	1,700		-	(1,700)
Feasibility Fund	505	13	200	(305)
Fieldway Cluster (Timebridge Community Centre)	3,023	2	3,023	0
Growth Zone	8,210	264	4,000	(4,210)
Grounds Maintenance Insourced Equipment	1,200		1,200	0
Highways - maintenance programme	17,531	632	12,340	(5,191)
Highways - maintenance programme (staff recharges)	567		567	0
Highways – flood water management	286	2	1,076	790
Highways – bridges and highways structures	141	55	1,139	998
Highways - Tree works	-	7	-	0
Measures to mitigate travellers in parks and open spaces	73		73	0
Leisure centres equipment upgrade	628	7	596	(32)
Libraries Investment - General	1,914	7	1,914	0
Libraries investment – South Norwood library	512		512	0
Museum Archives	100		100	0
Neighbourhood Support Safety Measures	50		50	0
New Addington wellbeing centre	979		-	(979)
Parking	3,401		4,305	904
Park Life	381		381	0
Play Equipment	1,522		1,522	0
Safety - digital upgrade of CCTV	1,559		1,559	0
Section 106 Schemes	4,674	12	4,674	0
SEN Transport	1,289		1,289	0
Signage	137		137	0

Appendix 5

South Norwood & Kenley Good Growth	5	29	-	(5)
Sustainability Programme	625		-	(625)
TFL - LIP	392	1,015	392	0
Unsuitable Housing Fund	14		14	0
Walking and cycling strategy	-		875	875
Waste and Recycling Investment	3,116		1,558	(1,558)
Waste and Recycling – Don't Mess with Croydon	1,358		590	(768)
Schemes with completion date prior to 2020/21	(158)		-	158
Place Sub Total	78,055	15	56,011	(22,044)
Asset Strategy - Stubbs Mead	3,298		700	(2,598)
Asset Strategy Programme	770		405	(365)
Asset Acquisition Fund	415		-	(415)
Clocktower Chillers	462		462	0
Corporate Property Programme	4,248	38	2,000	(2,248)
Crossfield (relocation of CES)	(146)	8	-	146
Finance and HR system	598	111	433	(165)
ICT Refresh & Transformation	9,185	129	9,185	0
People ICT	7,515	13	7,421	(94)
Uniform ICT Upgrade	-	2	140	140
Resources Sub Total	26,345	301	20,746	(5,599)
NET GENERAL FUND TOTAL	138,688	4,132	111,281	(27,407)
Asset management ICT database	155	60	155	0
Fire safety programme	5,555	115	5,555	0

Appendix 5

Larger Homes	1,339		1,339	0
Major Repairs and Improvements Programme	35,306	4,807	35,306	0
Affordable Housing Programme	31,932	14	31,932	0
BBB Properties part funded by GLA and HRA RTB	108,120		108,120	0
Special Transfer Payments	802	41	802	0
HOUSING NET REVENUE ACCOUNT TOTAL	183,209	5,037	183,209	0
TOTAL CAPITAL PROGRAMME	321,897	9,169	294,490	(27,407)

REPORT TO:	CABINET 18 OCTOBER 2021
SUBJECT:	Finance, Performance & Risk performance report (Croydon Renewal and Improvement Plan)
LEAD OFFICER:	Gavin Handford, Director of Policy & Partnership Caroline Bruce, Head of Business Intelligence & Performance
CABINET MEMBER:	Councillor Hamida Ali, Leader of the Council
WARDS:	All

SUMMARY OF REPORT

The Finance Performance & Risk (FPR) performance report in Appendix A, provides timely and accurate performance data on

- programme / project status
- performance against Corporate Renewal Plan measures
- progress against the delivery of financial savings
- risks associated with these deliverables, as well as the impact to corporate risks.

In addition, it reports progress and issues related to the delivery of the Croydon Renewal Plan, and associated performance reports as agreed at Cabinet on the 12 April 2021. The latest iteration of the FPR report, in appendix A of this report, reviews performance based on latest available data as at 31 August 2021. It should be noted that the 31 August is a snapshot in time and that not all data will actually relate to this time period due to time lags on data availability etc.

The production of this report has been an iterative process and we will produce, and present these reports on a monthly basis to Departmental and Corporate Leadership, and Cabinet Members to allow check and challenge of performance. The frequency of reporting to Cabinet will be reviewed at the November 2021 meeting as agreed.

FINANCIAL IMPACT

There are no direct financial implications arising from this report.

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

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below:

1. RECOMMENDATIONS

- 1.1 Review the corporate FPR report (appendix A) as at 31 August 2021 with regard to overall performance against the Croydon Renewal Plan. Noting areas of good performance and those of concern.
- 1.2 Note the progress made, and areas of concern, against programmes and projects in relation to milestones, deliverables and issues.

- | |
|---|
| <p>1.3 Note the progress made against savings and growth targets as identified in the Croydon Renewal Plan. More detail on this area can be found in Table 2a of the Financial Monitoring Report also being presented at this Cabinet meeting.</p> <p>1.4 That Cabinet identify areas of performance within the FPR report (appendix A) where they require deeper analysis and benchmarking (where applicable) to be presented in the next FPR report at the 15 November Cabinet for discussion and action.</p> |
|---|

2. EXECUTIVE SUMMARY

- 2.1 The Croydon Renewal Plan, sets out how the Council will respond to the various reviews and recommendations that have highlighted substantial need for improvements. The Improvement Plan has also identified key areas of focus which are essential to changing the overall culture of the Council to one that is evidence led, manages resources well, and is open and transparent with stakeholders.
- 2.2 The corporate FPR report detailed in appendix A of this report, reviews the areas of project and programme delivery, and the measures used to monitor delivery of the actions detailed within the CRP plan, as well as monitoring the performance of the organisation as a whole. The report reviews the period up to and including 31 August 2021. It should be noted that where measures are subject to a reporting time lag the latest available data has been included; this may not correspond with the reported time period.

3. Background

- 3.1 Cabinet and Council agreed in September 2020 to the development of the Croydon Renewal and Improvement Plan (CRP) which incorporates a financial recovery plan, the submission to MHCLG to secure the necessary capitalisation direction as part of that financial recovery, a corporate Improvement Plan to deliver the required changes to ensure the financial investment and rebalancing of the budget is sustainable.
- 3.2 On 12 April 2021 a report was presented to, and approved by cabinet, detailing a suite of indicators and a range actions to create a corporate performance framework. This reporting mechanism ensures that what the data is telling us is visible to everyone and open to challenge.

4. The reports

4.1 Corporate Finance, Performance & Risk (FPR) report (appendix A)

- 4.2 This report reviews our performance against the delivery of the actions within the CRP providing Members, the Executive Leadership Team, Directors,

Overview & Scrutiny and Residents with information on the status of major programmes and projects, delivery of financial savings, progress of against performance indicators and risks associated to non delivery.

4.3 The report is composed of four parts

4.3.1 **Performance Indicators (PI's)** - Regular review and monitoring against the agreed performance measures. Impact performance will have against finance, risk and programme deliverables.

4.3.2 There are currently 112 PI's which form the framework for the CRP. The performance report in appendix A, gives an overview of current performance, areas doing well and those which require more attention. In addition, for reference, there is the whole of list PI's at the back of the report. Where targets have been set, a RAG status has been applied. PI's which are at, or above target will receive a green status, those within 10% of target an amber status and those which are operating below target a red status. Where a measure has no target, either because it is not appropriate to set one or we are still benchmarking the measures, the RAG status will be shown as grey. Where a measure has no data or target at the moment, the RAG status will be shown as black. Housing resident satisfaction targets at present is to get to London average level. However, the data is pre Ark report so we are currently assessing what our baseline is. Targets will be reset and agreed with tenancy and leaseholder panel and housing improvement board.

4.3.3 **Project & Programmes** - Monitoring of milestones, deliverables and issues

4.3.4 The purpose of a central Programme Management Office (PMO) is to ensure oversight and governance of delivery of the individual projects that make up the CRP. The PMO works across the organisation to:

- define; maintain; ensure programme and project management standards
- support development and implementation of programme and project plans
- to improve the likelihood of successful completion/benefits realisation of programmes and projects.

4.3.5 Details of each individual project are collated within "LBC Delivery Tracker", with corresponding MS Teams cards to track progress at a granular task level. The tracker allows for centralised, regular, monitoring of both progress and confidence in delivering the projects that make up the programmes of the CRP.

4.3.6 There are 3 three areas of activity as detailed in the diagram below.



4.3.7 Three year Croydon Renewal Plan - April 2021 to March 2023

Within the tracker, there are now 476 actions, representing the three year plan, this includes the 9 recommendations from the ARK report linked to Croydon's Housing Improvement Plan.

4.3.8 Action status across full 3 year programme as at 13 September, 2021:

To date 156 Renewing Croydon Programme actions are marked as complete, 111 relate to the Medium term Financial Strategy Programme. Please refer to the Financial Performance Report also presented at this Cabinet.

- 61.7% of all actions are in progress (302 or 489).
- Actions not yet underway have defined start dates across the full three years of the programme.

4.3.9 Appendix A of this report provides an overview update against each of the programmes.

4.3.10 **Financial savings** - Savings and growth targets, as identified within the MTFs project of the Croydon Renewal Plan, are £72.45m and £122.45m respectively. Breakdown of the savings and risk were previously provided to Cabinet in March 2021 under Appendix A.

4.3.11 The Financial Monitoring Report for period five of the 2021/22 financial year, being presented to Cabinet within Agenda item of 18th October Cabinet details projects that are at risk of delivery. Table 2a of the Financial Monitoring Report provides full details of MTFs savings risks with a brief commentary of the projects that are at risk of delivery. To date, the total savings at risk are £1.408m this is reduction against the £2.229m figure reported as part of the P3 reporting presented to the August 2021 Cabinet meeting. If these savings are deemed to be definitely non-deliverable they will be factored into the monthly forecast and incorporated into the forecast outturn position.

4.3.12 **Risk** - This report will monitor the risk to the delivery of the CRP actions and savings and the potential impact against corporate risks and mitigation in place. There are currently 136 risks on the strategic risk register. These are cross referenced monthly against the PMO risk register monitoring the risk to delivery of projects and the impact against these strategic risks.

4.3.13 **Analysis and Benchmarking** - As detailed in previous reports to Cabinet, the

FPR report will seek to provide further analysis and benchmarking into areas where Cabinet require more focus on areas within the report noted as underperforming in order to allow the necessary check and challenge. Cabinet are asked to review the report and identify the area/s they wish to review as part of the September FPR report which will be presented to Cabinet on 15th November.

5. Departmental and statutory performance reporting – These reports continue to be presented to all Departmental Leadership Team meetings with the latest review taking place on the 17 September 2021. This process continues on a monthly basis. Executive Directors / Directors are responsible for discussing the contents of departmental and statutory performance reports with the relevant Cabinet Member to ensure line of sight and accountability.

6. Frequency of reporting

6.1 As agreed at the 12 April Cabinet meeting, performance reporting will take place at different frequencies as deemed appropriate (monthly, quarterly, annually) depending on the type of report and audience. Performance reports to Cabinet will be presented on a monthly basis, with frequency of reporting being reviewed in November 2021.

7. Data Not Received (DNR) reporting

7.1 In order to support the culture change toward performance management across the whole organisation, where data has not been received / input into relevant systems to allow for the data to be extracted in time for report production, reports will contain a section detailing areas where we have been unable to report. This will allow accountable officers to investigate why data has not been input into the relevant system in a timely manner, which can then be addressed. Details of DNR by department can be found in Appendix A of this report.

8. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

8.1 It is essential that the Council takes steps to ensure that a robust performance management plan and framework are in place, alongside the work of the Programme Management Office, Finance and Risk. Delivery against the actions in the CRIP and sustainable improvements in services are unlikely to happen without it.

9. OPTIONS CONSIDERED AND REJECTED

9.1 None.

10. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 10.1 There are no direct financial implications arising from this report. There will be financial implications associated with the delivery of the projects and actions within the Croydon Renewal and Improvement Plan which have been factored in to the Medium Term Financial Strategy. The delivery of these projects and actions, and the resulting savings is essential. It is therefore critical that effective monitoring and reporting is in place.

Approved by: Matthew Davis, Head of Finance, (Deputy S151 Officer)

11. LEGAL CONSIDERATIONS

- 11.1 The Head of Litigation and Corporate Law comments on behalf of the Director of Law and Governance that section 3(1) of the Local Government Act 1999 requires the council as a best value authority to to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. Monitoring of performance information and acting on the findings is an important way in which that obligation can be supported.
- 11.2 For the purpose of deciding how to fulfil the duty arising under subsection (1) an authority must consult—
- (a) representatives of persons liable to pay any tax, precept or levy to or in respect of the authority,
 - (b) representatives of persons liable to pay non-domestic rates in respect of any area within which the authority carries out functions,
 - (c) representatives of persons who use or are likely to use services provided by the authority, and
 - (d) representatives of persons appearing to the authority to have an interest in any area within which the authority carries out functions.
- 11.3 In deciding how to fulfil the duty arising under section 3 (1), who to consult under section 3 (2), or the form, content and timing of consultations under that subsection, an authority must have regard to any guidance issued by the Secretary of State. The most recent version of this guidance was published in March 2015:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/418505/Revised_Best_Value_Statutory_Guidance_final.pdf
- 11.4 Any legal implications arising in relation to individual actions will need to be dealt with as projects and decisions come forward for approval.

Approved by: Sandra Herbert Head of Litigation and Corporate Law for and on behalf of the interim Director of Law and Governance and Deputy Monitoring Officer.

12. HUMAN RESOURCES IMPACT

- 12.1 Key to delivery of the Croydon renewal and Improvement Plan will be to retain and invest in a skilled workforce, who are enabled and engaged through a positive organisational culture. The council's workforce strategy is aligned to the Croydon Renewal & Improvement Plan and supports building the workforce skills and capacity for the future.
- 12.2 Any planned service changes through informed review, will be subject to the council's organisational change procedure and consultation with staff and trade unions.

Approved by: Elaine Jackson, Interim Assistant Chief Executive.

13. EQUALITIES IMPACT

- 13.1 In April 2011 the Equality Act (2010) introduced the public sector duty which Extends the protected characteristics covered by the public sector equality duty to include age, sexual orientation, pregnancy and maternity, and religion or belief.
- 13.2 Section 149 Equality Act 2010 requires public bodies to have due regard to the need to:
- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
 - advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
 - foster good relations between people who share a protected characteristic and people who do not share it.
- 13.3 Having due regard means consciously thinking about the three aims of the Equality Duty as part of the process of decision-making. This means that decision makers must be able to evidence that they have taken into account any impact of the proposals under consideration on people who share the protected characteristics before decisions are taken. Equalities impact assessments will be a key part of our governance framework for the Improvement Board, with direct input from the Council's Equality & inclusion Manager.

Approved by: Gavin Handford, Director of Policy & Partnership.

14. DATA PROTECTION IMPLICATIONS - WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?

- 14.1 **NO** - The Director of Policy & Partnership comments that there are no data protection implications arising from the contents of this report
Approved by: Gavin Handford, Director of Policy & Partnership.

15. REASONS FOR RECOMMENDATIONS/ PROPOSED DECISION

- 15.1 It is essential that the Council takes steps to address the necessary improvements required to enable Croydon Council to be a financially sustainable council delivering value for money efficient and effective services.
-

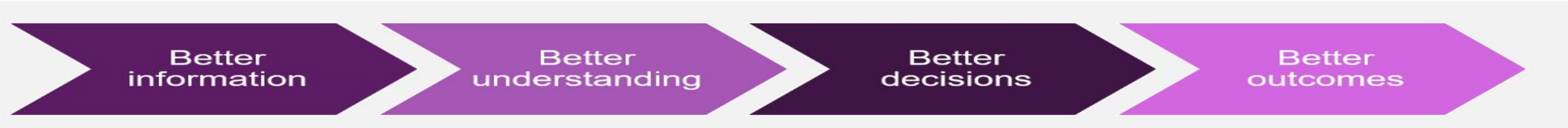
CONTACT OFFICERS: Caroline Bruce, Head of Business Intelligence, Performance and Improvement
Craig Ferguson, Business Insight Manager

APPENDICES TO THIS REPORT: Appendix A – Finance Performance and Risk report – Latest available data as at 31 August 2021

BACKGROUND PAPERS: Croydon Renewal and Improvement Plan

Finance, Performance & Risk report Cabinet

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1. Report summary
2. Croydon Renewal Plan – *performance measures*
3. Croydon Renewal Plan – *projects & programmes*
4. Croydon Renewal Plan – *savings*
5. Organisational Health
6. Risk
7. Statutory return analysis
8. Data Publication
9. Croydon renewal plan performance measures – All (*for reference*)

1. Report summary

- Overall performance against CRP PI's shows that over 66% of measures monitored are on track (green) or just below (amber). Performance continues to be reviewed, checked and challenged at DLT's and ELT on a monthly basis
- Following data validation, Croydon's gender pay gap is considerably less than previously indicated for 2020. The difference is 2% for mean and 0% for median. These are in line with what we would have expected for 2020. In comparison the London average stands at 3.30%. The council aims to continue to reduce pay gaps differences between majority and minority groups by implementing specific objectives outlined in the Workforce Strategy 2019 – 2022
- Housing measures have been agreed with the Housing Department covering the areas of repairs, customer satisfaction and housing, as detailed in section 10 of this report.
- Housing resident satisfaction targets have been set to London average level. However, the data is pre-Ark report so we are currently assessing what our baseline is. Targets will be reset and agreed with the tenancy and leaseholder panel and housing improvement board.
- Medium Term Financial Strategy Savings programmes have seen in an increase in programmes at risk. The risks sit within Place and Children, Families and Education and this amounts to £1.953m which is an increase on the £1.64m reported in the previous month however this must be read in context of an overall programme of £44m savings.

1. Report summary cont.

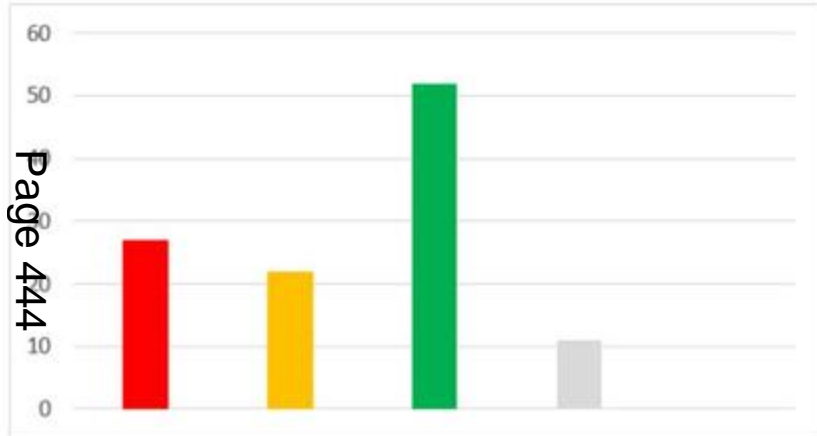
- Staff sickness has increased month on month this year, with the biggest rise seen between June and July, a total of 671 sick days against 501 in June. August sees the total days as the highest yet at 704 days. Currently we are only slightly over target at 6.1 days against 5.6. In March 2021, the London position was 7.7 days, so we are still below the London average.
- Due to data migration issues the only complaints data available are open cases. Some cases were not exported and are being manually updated onto the system. This is an area of focus for the Council to improve upon as this reporting develops.
- Statutory returns - the Short and Long Term Support (*SALT*) annual statutory return to the Department of Health was submitted on the 7 July. Published data for all councils is expected to be available in November 2021 when comparative analysis will take place and be reported.
- All Departmental Leadership Teams were provided with a departmental performance report on 16 September 2021 and Performance Management is now routinely being used to manage services.

2. Croydon Renewal Plan - performance

Performance measures – RAG status overall

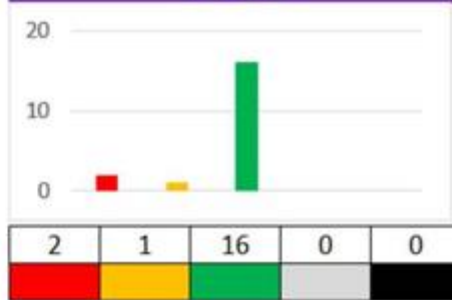
CROYDON CORPORATE PERFORMANCE FRAMEWORK

CROYDON TOTAL

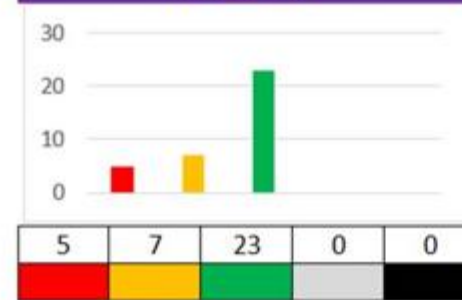


27	22	52	11	0
27	22	52	11	0

PLACE



HOUSING



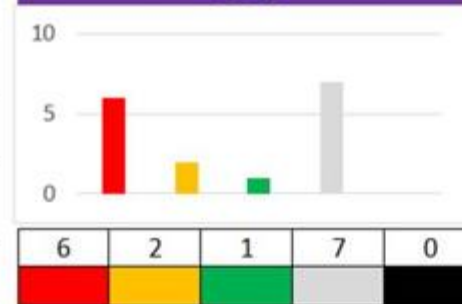
RESOURCES



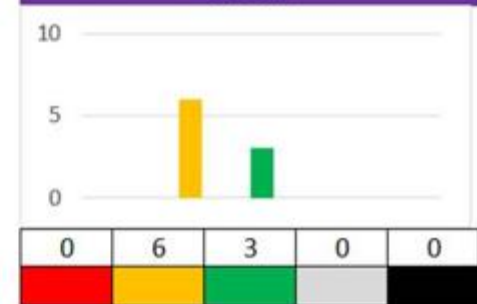
RAG Status key

RED (R)	<ul style="list-style-type: none"> Performance has not met target Performance differs from comparators (benchmarking) over 10%
AMBER (A)	<ul style="list-style-type: none"> Performance has not met target but is within 10% of target Performance differs from comparators (benchmarking) within 10%
GREEN (G)	<ul style="list-style-type: none"> Performance has met or exceeded target Performance has matched one or more comparators (benchmarking)
GREY (GY)	<ul style="list-style-type: none"> Data submitted, no target has been set (where required to)
BLACK	<ul style="list-style-type: none"> No data has been submitted

CFE



HWA



Performance overview – A selection of Greens

GREEN

- Major planning applications determined in time over a rolling two year period is at 84.78% and above target of 60%.
- Non Major planning applications determined in time over a rolling two year period is at 75.25% and is above target of 70%
- Street light maintenance is above target (99.63% of lights in light against a target of 99%)
- Average Caseload per allocated Social Worker in Children's Social Care is below target (15.4 actual target is 17 - smaller is better)
- Percent of homelessness cases prevented (42%) and relieved (27%) targets are both being met (Target is 25% for both)
- 16 homelessness cases assisted by intervention which is above the target of 10
- 2,223 households in temporary accommodation is below target of 2,400
- Amount of cost avoidance on homeless prevention is £2,281m This is above the target of £1.667m
- 100% of immediate and emergency general building (GB) repairs have been carried out on time
- 100% of immediate, emergency, urgent and routine (GAS) repairs have been carried out on time

Performance overview – A selection Ambers and Reds

AMBER

- Other planning application targets are not being met (72.73% and target is 80%)
- Percentage of Early Help cases that were stepped up to Children Social Care is slightly above target (13% and target is 10%) (smaller is better)
- Total Hours of Home Care (18-64 – 6,717.33 and target is 6,585.64) and (65+ - 17,671.25 hours and target is 17,097.23) are both above target (smaller is better)
- % calls answered by Axis Contact Centre (housing) is slightly below target (93% and target is 95%_

RED

- Recycling targets not being met but still comfortably above London average (Croydon 38.8%, Target 50%, London average is 32.9%)
- 66% of Children in Need (CiN) have had a review on time (those allocated to Children with Disability team) against a target of 95% (bigger is better)
- 29% of Child Protection Children subject to a plan for a second or subsequent time against a target of 18% (smaller is better)
- Average time taken (days) to complete void repairs is above target (21 days and target is 10 days)

3. Croydon Renewal Plan – Programmes and Projects

CRP – Programmes & Projects overview

GREEN*

- Medium Term Financial Strategy in Health, Well-being and Adults 21/22 savings are on-track to deliver and the directorate is on budget. This includes transitions which came into HWA with £1.6m overspend and £700k risk. Adult Social Care is slightly behind efficiencies but expected to recover.
- Medium Term Financial Strategy Resources, all 21/22 savings on track to deliver full amount. Focus is extending to 22/23 delivery, and identification of further savings.
- Review of Council Companies task & finish has completed its review and submitted its proposal to transition into the Croydon Companies, Supervision and Monitoring Panel (CCSMP).
- Medium Term Financial Strategy Corporate Finance, all 21/22 savings on track to deliver full amount
- Medium Term Financial Strategy Children, Families & Education mitigations have been implemented which has resulted in three savings CFE SAV 03, CFE SAV 14 and CFE SAV 17c no longer being at risk
- Report in the Public Interest: At 09 June 2021 a total 62 of the 99 tasks identified in the RIPI Action Plan have been completed. Work is progressing to deliver the remaining tasks by Q4 21/22.

**Green - Projects that have made an improvement in terms of delivery, compared to past performance*

CRP – Programmes & Projects overview

Amber*

- Medium Term Financial Strategy Children, Families & Education 21/22 savings, total at risk: £1,080,000 made up of £1,065,000 from CFE SAV 07 and £15,000 CFE SAV 10.
 - Medium Term Financial Strategy Place 21/22 savings, total at risk: £873,552 from PLA Sav 24: Pay & Display continues to be significantly affected by the national lock-down, as the easing of lock-down occurs we are expecting to see an increase in pay & display transactions for both on street and off street. Monthly monitoring of transactions in place.
 - PLA Sav 12: Revised Landlord Licensing scheme: Secretary of State declined the scheme in July 2021, report to cabinet (16th August) to confirm this decision and agreement reached that the council takes steps to review its position to the known issues in respect of conditions and anti-social behaviour in the borough's private rented sector.
- Medium Term Financial Strategy Health Well-being & Adults 22/23 and 23/24 assurance less well defined due to future unknowns
- Medium Term Financial Strategy Resources, 22/23 and 23/24 assurance continue to be less well defined due to future unknowns, however focus has now turned to 22/23.
- Governance review: Implementation is on hold pending agreement of the specific content of the programme.
 - Centre for Scrutiny and Governance (CfGS): Plan in place, delivery yet to commence.
 - Review of Council Companies: (Croydon Affordable Homes projects only) awaiting confirmation of replacement Senior Officer - overdue an update, this has been escalated.

**Amber - Projects from a strong position, performance is beginning to deteriorate, to enable decision makers to make informed choices as to how to manager / improve performance in a timely manner*

CRP – Programmes & Projects overview

Red*

- Nothing to report for this period

** Red - Projects that are not on target to deliver milestones as and when expected*

Overview update against each of the programmes.

Programme	Update	No. of Complete Projects
Cultural Transformation Programme	On hold- pending clarification of governance, scope and measurable outcomes	0/5
Report in the Public Interest	<p>Work in progress</p> <ul style="list-style-type: none"> • A total of 62 of 99 actions have been completed. • Of the 25 RIPI projects, 10 have been completed. • 32 of 40 high priority actions identified by the external auditor have been completed. • The remaining 8 actions relate to: <ul style="list-style-type: none"> ○ Adequacy of council reserves - Member training. ○ Use of transformation funding - Member training ○ Governance of subsidiaries - Constitutional changes and training • An outline training programme for all members was approved by the Members Learning & Development Panel on July 13th 2021. • Work is underway to develop and deliver the training by March 2022. <p>Audit</p> <p>Internal Audit have reviewed 35 actions shown as completed in 12th April 2021 Cabinet report and confirm that all but 4 actions were completed to their satisfaction.</p> <ul style="list-style-type: none"> • 3 actions, which although significantly progressed have not been fully actioned. • 1 action is still being progressed. <p>Internal Audit will continue to review evidence of progress captured in the RIPI action plan to give reasonable assurance that actions have been completed and communicated as expected.</p>	10/25

Overview update against each of the programmes.

Programme	Update	No. of Complete Projects
Council investment, asset management, and divestment activities and relationship with its third party companies	<p>The task and finish group chaired by ED for Resources and S151 Officer have completed their review of all council companies (not only those reviewed by PwC). Therefore this group has now been disbanded.</p> <p>The Working Group will be replaced by the Croydon Companies, Supervision and Monitoring Panel (CCSMP).</p> <p>The first meeting will be set for the end September (tbc) and will be chaired by the S151 Officer.</p>	9/47
Croydon Finance Review	Work is ongoing. New S151 Officer has been introduced to the programme.	18/75
Medium Term Financial Strategy	<p>P4 monitoring complete.</p> <p>Monthly Assurance meetings chaired by CEO and S151 to challenge relevant Executive Directors, and Directors booked for the duration of 21/22.</p>	111/241

CRP – Programmes & Projects overview

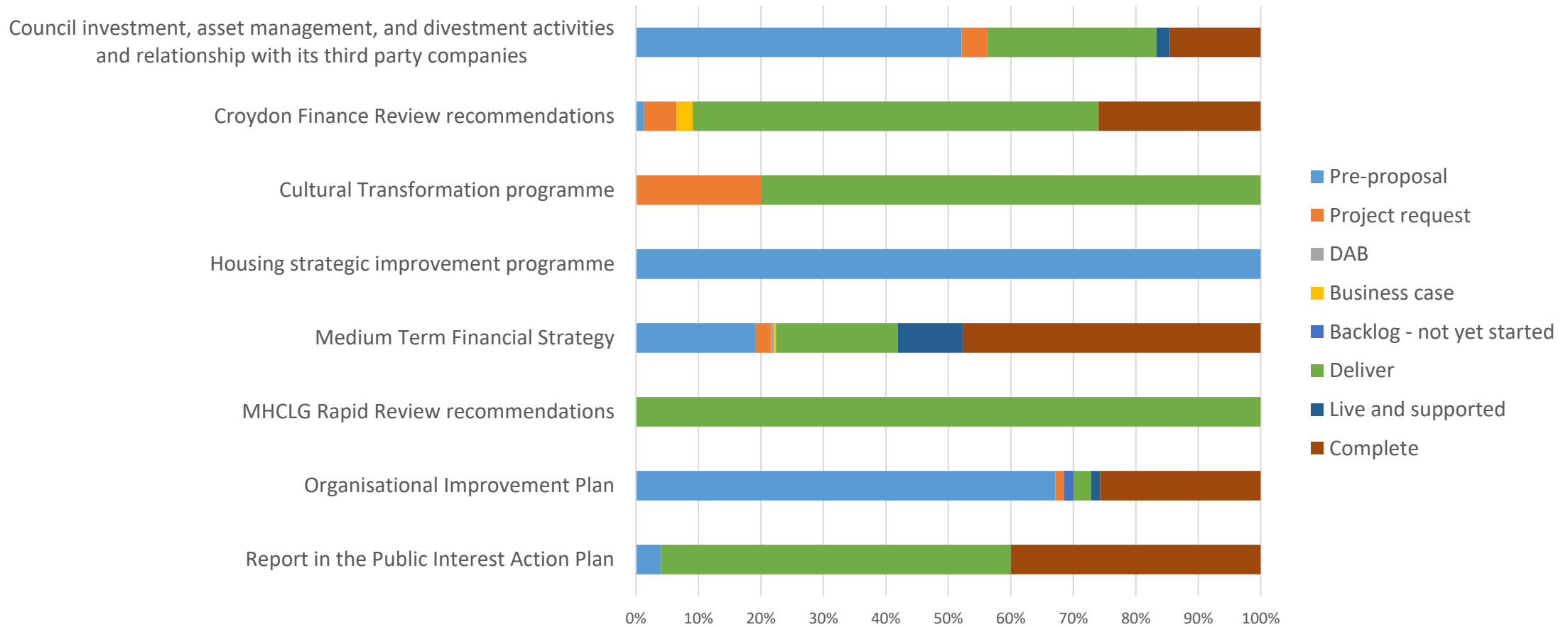
Programme	Update	No. of Complete Projects
Centre for Governance & Scrutiny Review	<p>Scrutiny and Overview Committee on 7 September 2021 endorsed a proposal to prioritise delivery of recommendations 1, 5, 6 and 8 from the short term recommendations listed below:</p> <ol style="list-style-type: none"> 1. Take action to ensure that scrutiny can play an immediate role in the Council's financial recovery. 2. Secure meaningful commitment to scrutiny from the executive side of the organisation 3. Determine scrutiny's role within the wider governance framework, particularly with regard to quarterly progress monitoring on the Council's new Action Plan [now the Renewal Plan]. 4. Establish a Scrutiny Co-ordination Group. 5. Set a more consistent approach to the provision of information to scrutiny councillors. 6. More systematic prioritisation of the work programme. 7. Bring more focus and rigour to scrutiny in committee. 8. Identify and act on short term member and officer training and development needs to address the above. <p>The objective is for Scrutiny to become more focussed on critical matters where it can make a real difference. The approach outlined above has been approved by ELT and was formally endorsed by the Scrutiny & Overview Committee on 7 September 2021. A delivery plan is currently in development.</p>	0/11

CRP – Programmes & Projects overview

Programme	Update	No. of Complete Projects
Governance Review	Revised proposals for delivering the Governance Review are currently in development and due to be discussed at Programme Delivery Steering Group on 13 September 2021.	0/25
Organisation Improvement Plan	On hold - Programme paused pending results of Ecosystem work and Senior restructure.	TBC
MHCLG Rapid Review	The outstanding work across the 11 work-streams is expected to move across to the appropriate governance board in October, At this point the working group will be closed down and the programme managed within the BAU structure.	1/1

CRP – Programmes & Projects overview

Projects by Stage



4. Croydon Renewal Plan – savings

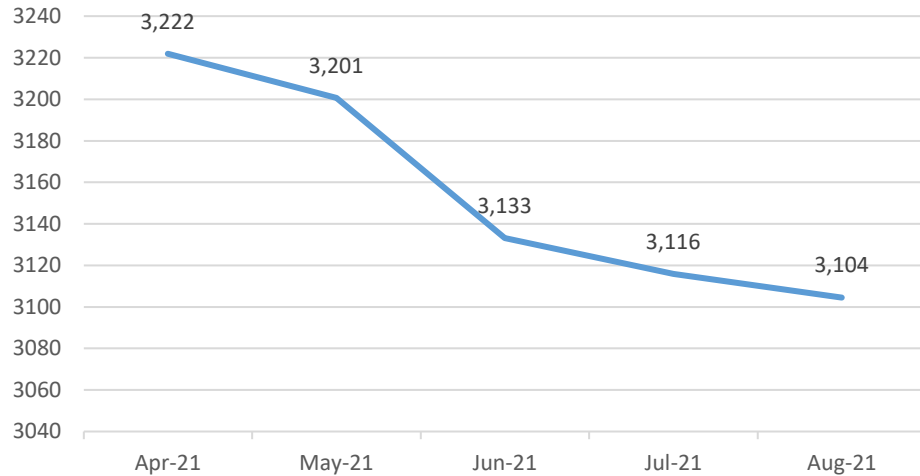
Financial Savings (as at August 2021)

- Savings and growth targets, as identified within the MTFs project of the Croydon Renewal Plan, are £72.45m and £122.45m respectively.
- Total savings at risk are £1.408m this is reduction against the £2.229m figure reported as part of the P3 reporting presented to the August 2021 Cabinet meeting. If these savings are deemed to be definitely non-deliverable they will be factored into the monthly forecast and incorporated into the forecast outturn position

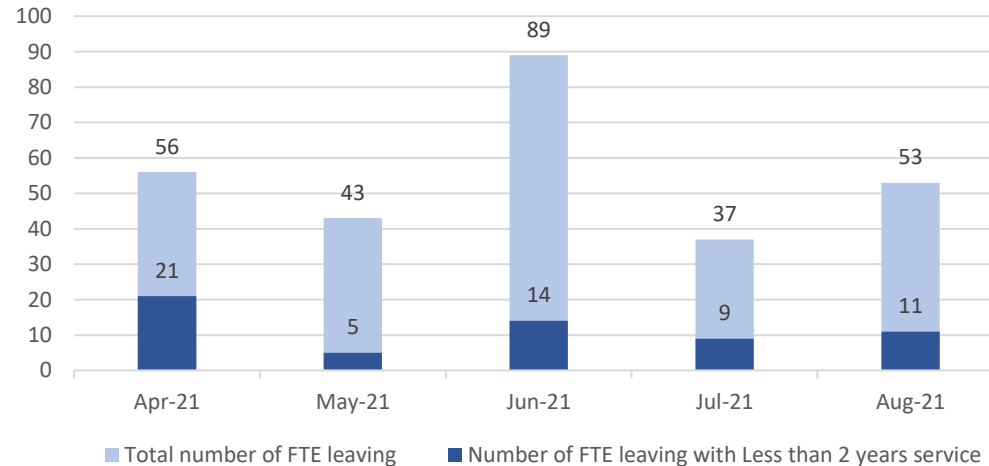
5. Organisational Health

Workforce – staff turnover

Number of permanent FTE



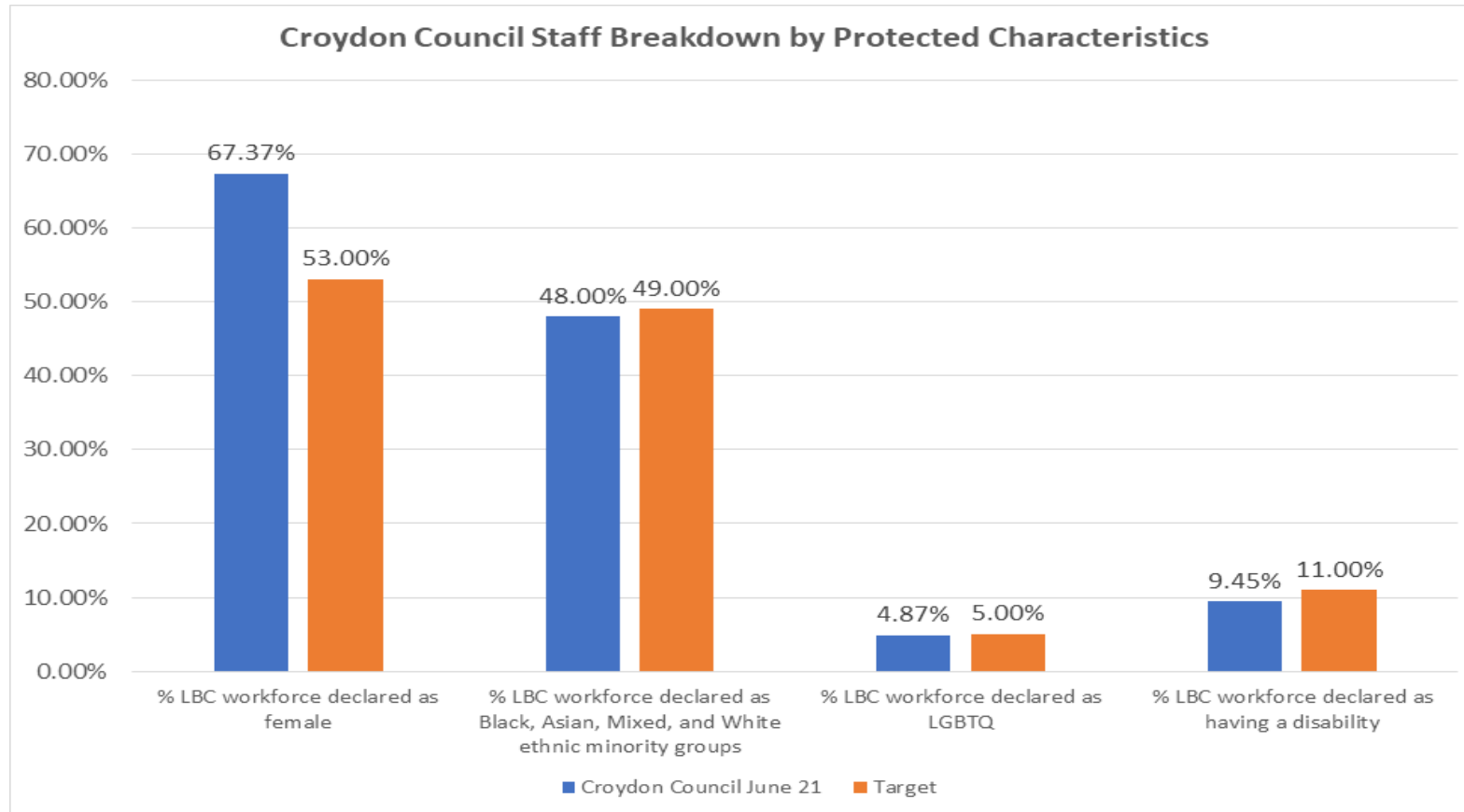
Number of FTE leaving



The number of permanent FTE has been decreasing month on month since April 2021. There has been approximately a 3.64% decrease in permanent workforce in the last four months. The number of FTE staff leaving each month was at its lowest in July, but has risen again in August.

The number of staff leaving with less than 2 years' service is in the minority, although in April it did reach 37.5% of total leavers. This dropped to a low of 12% in May, and has since risen to 21% for August.

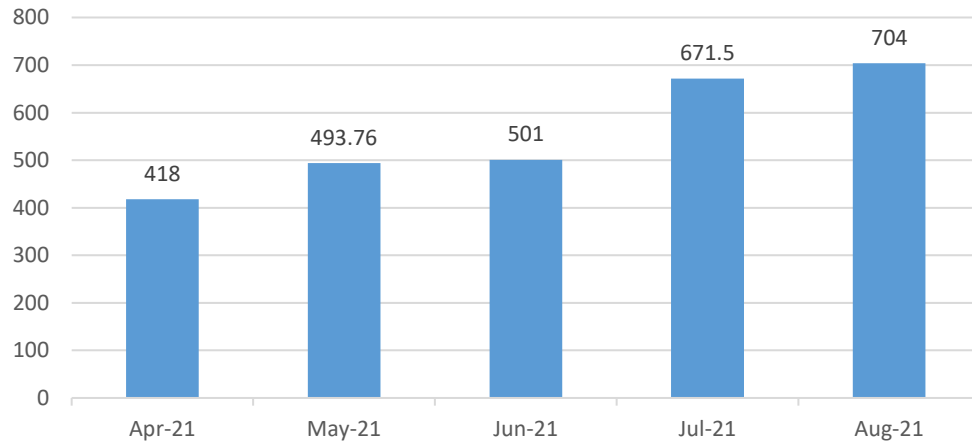
Workforce – protected characteristics



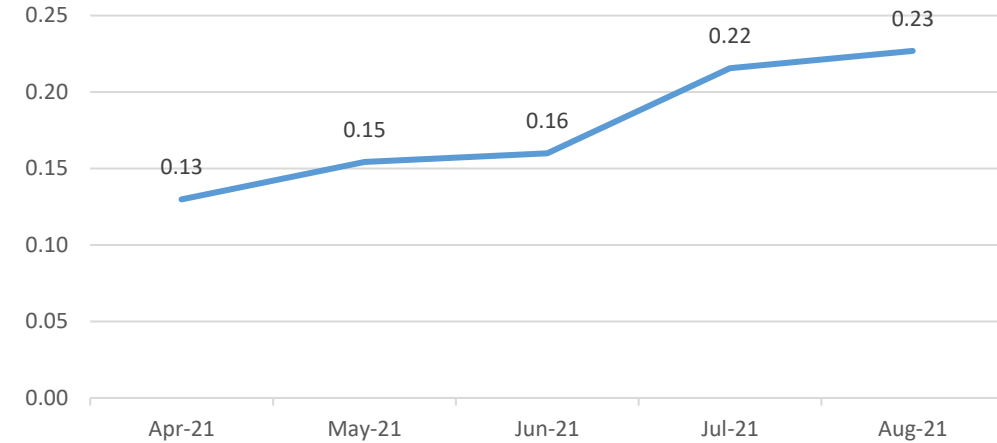
Croydon council staff characteristics strive to be proportionately representative of the Croydon population. 67.37% of Croydon staff are currently female (June 21). This is much higher than Croydon as a whole.

Workforce - sickness

Number of sick days taken



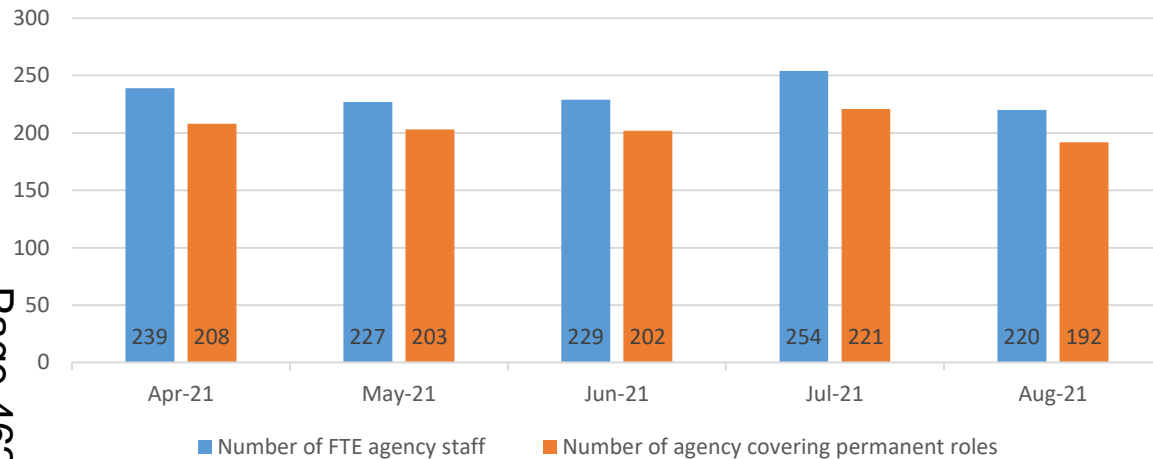
Number of sick days per FTE



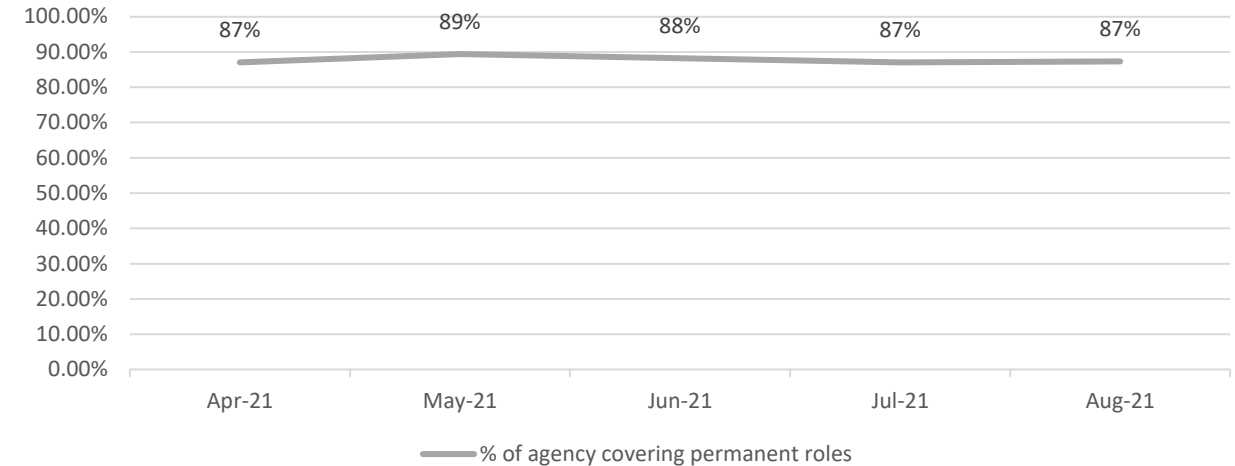
The number of sick days taken each month has risen significantly from April to August 2021 especially between June to July, despite the decrease in overall numbers of FTE staff. This led to a proportional increase of number of sick days per FTE. Although increasing, employee sickness remains below London average.

Agency – number of staff

Number of agency staff

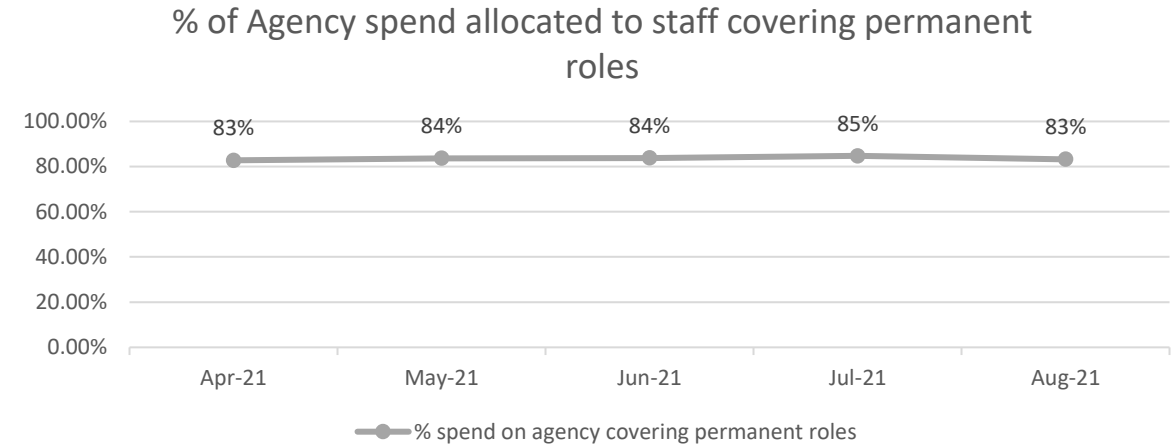
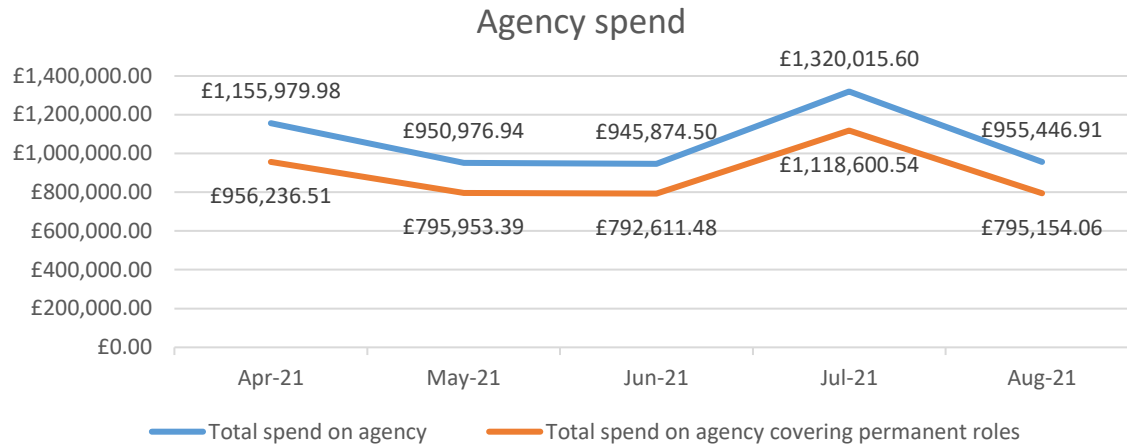


% of FTE agency staff covering permanent roles



The numbers of agency staff and those covering permanent roles has decreased from a peak in July to the lowest this financial year, although the numbers are only slightly lower than those in May/June. The percentage of agency staff covering permanent roles has stayed mostly consistent since the start of the financial year.

Agency - expenditure

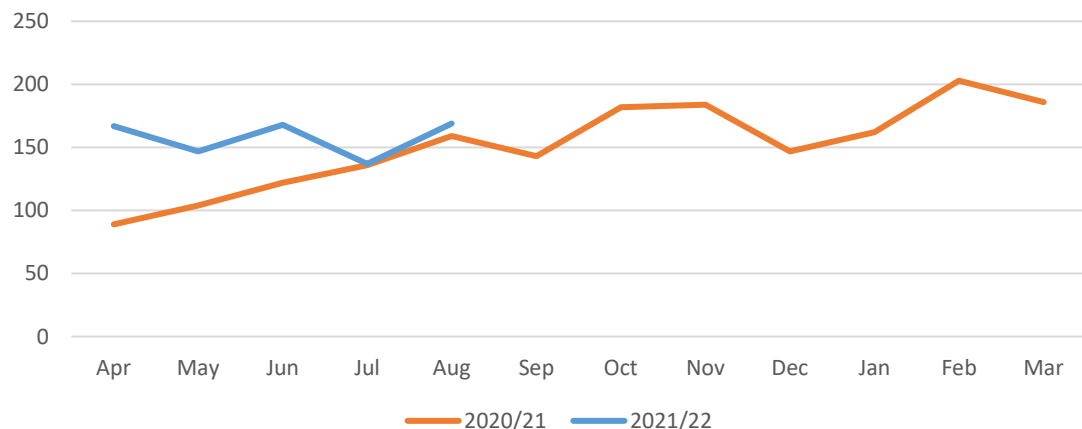


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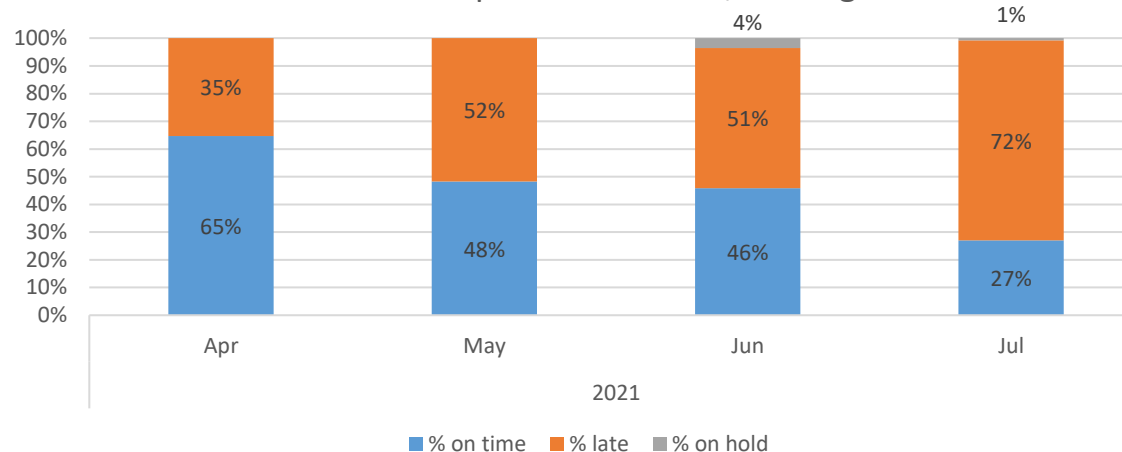
Despite a peak in agency spend for the month of July 21, the amount spent on agency staff has decreased in August to a comparable amount spent in May/June. This is consistent with average weekly spend, which has decreased to £237,774 in August (Average weekly spend for July was £262,150). The percentage of spend allocated to agency staff covering permanent roles has again stayed mostly consistent since the start of the financial year. The average spend per agency staff has decreased to £4,362 per member of agency staff for the month of August from a high of £5,243 per member of agency staff for the month of July.

Freedom of Information (FOI) requests

FOIs received year on year comparison



% of FOIs responded on time / on target



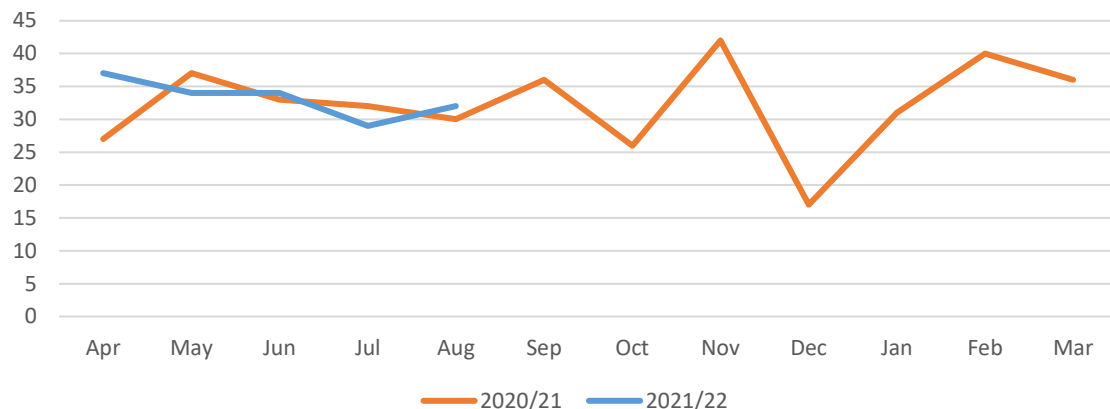
Numbers of FOI requests have been consistently higher for 2021/22 than the corresponding figures for the previous year, however July and August's figures are only slightly above the values for the previous year. 2021/22 numbers still represent a drop from the previous year's high of 203 in Feb 2020.

Numbers of FOI requests responded within target have dropped significantly from the start of April to a low of 27% in July 2021. Over a quarter of the 137 requests received in July are still open, the vast majority of these are overdue.

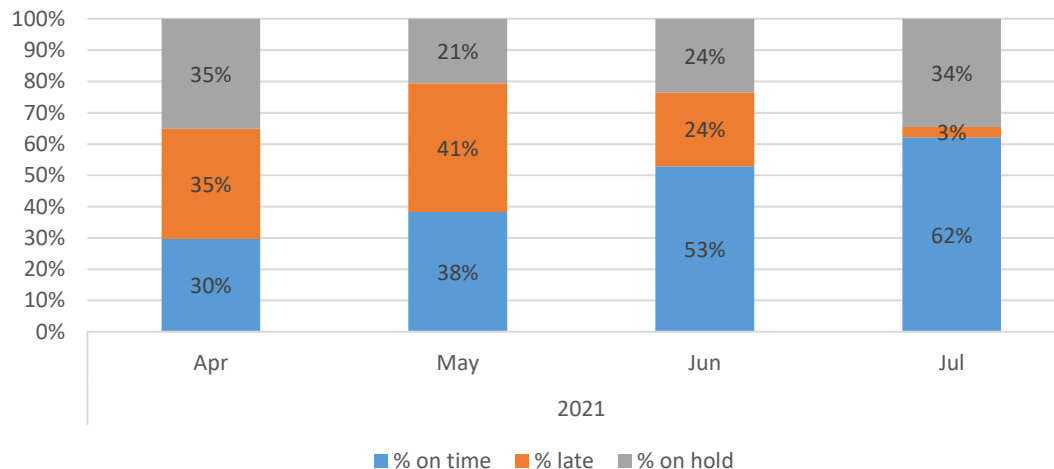
N.B: Data for FOI responded within target chart includes currently open cases. August requests responded on time not shown as the majority of these requests are still open, with a target response date in September.

Subject Access Requests (SARs)

SARs received year on year comparison



% of SARs responded on time / on target



Numbers of SARs have risen slightly from July to August 2021. Apart from April 2021, numbers of requests have been consistent with number of requests for the previous year.

Numbers of SARs responded on time / currently on target have increased from April to July, however unlike FOI data, many of the requests for June/July are still open and have a current target date in the future, so this is subject to change. Many are also on hold awaiting further information, so these figures are subject to change.

N.B: Data for SARs on time includes currently open cases within timescales.

Complaints

Current stage*	Number of open complaints
Adults Social Care Stage 1	15
Childrens Social Care Stage 1	4
Childrens Social Care Stage 2	2
Childrens Social Care Stage 3	0
Corporate Complaints Stage 1	342
Corporate Complaints Stage 2	12
LGO	13
Praise	1
Grand Total	389

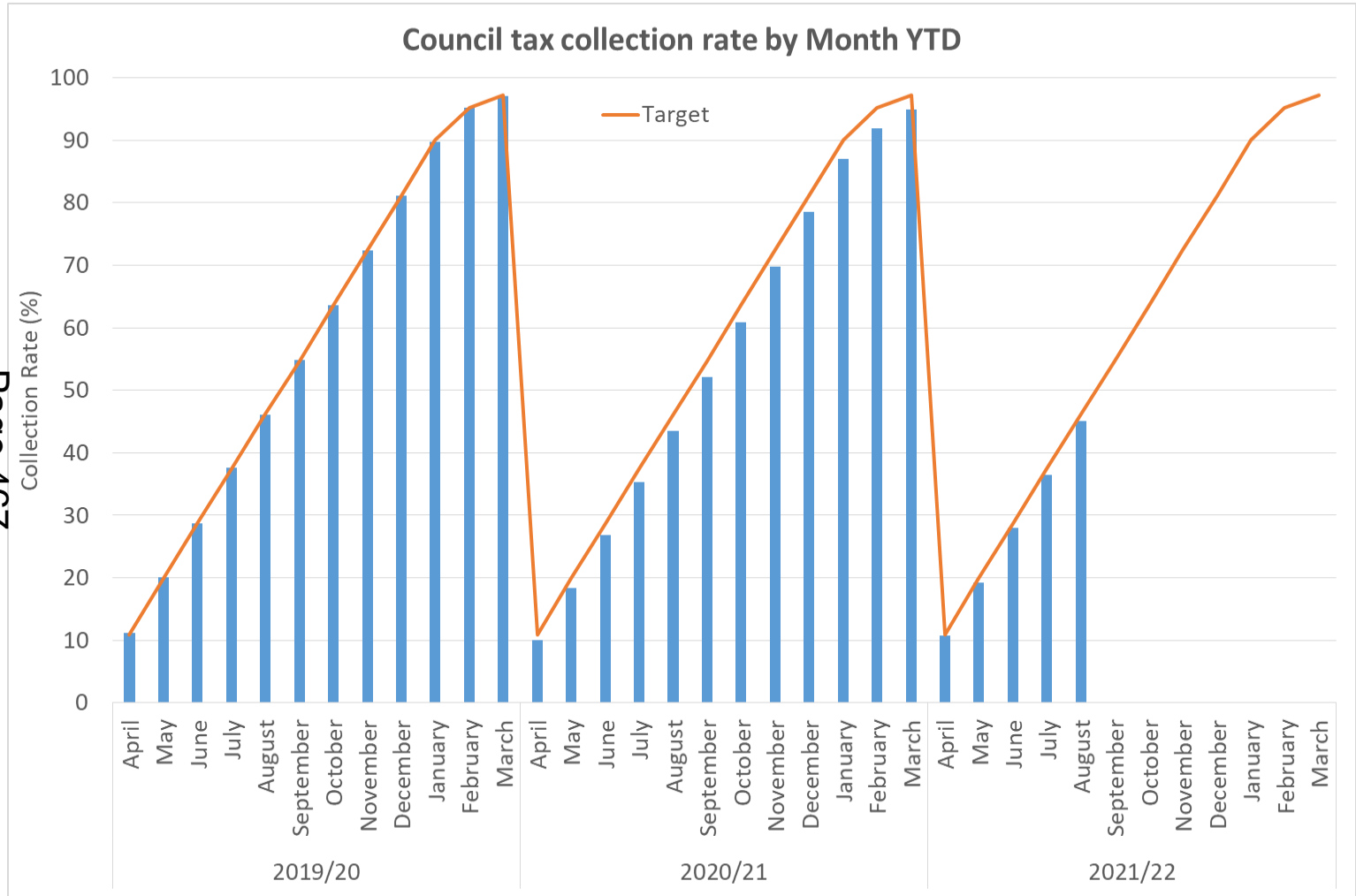
*Complaints data correct as at 14.9.21

Due to issues in extracting information from the source system, the only accurate and accessible data is Open Complaints looking at live, open cases, and only the current stage, no historical data is available.

Discussion to resolve the issues are currently taking place.

The number of open complaints has increased from the number reported previously (344 on 10.08.21). The increase is mostly due to an increase in Corporate complaints, which represents the vast majority of open complaints.

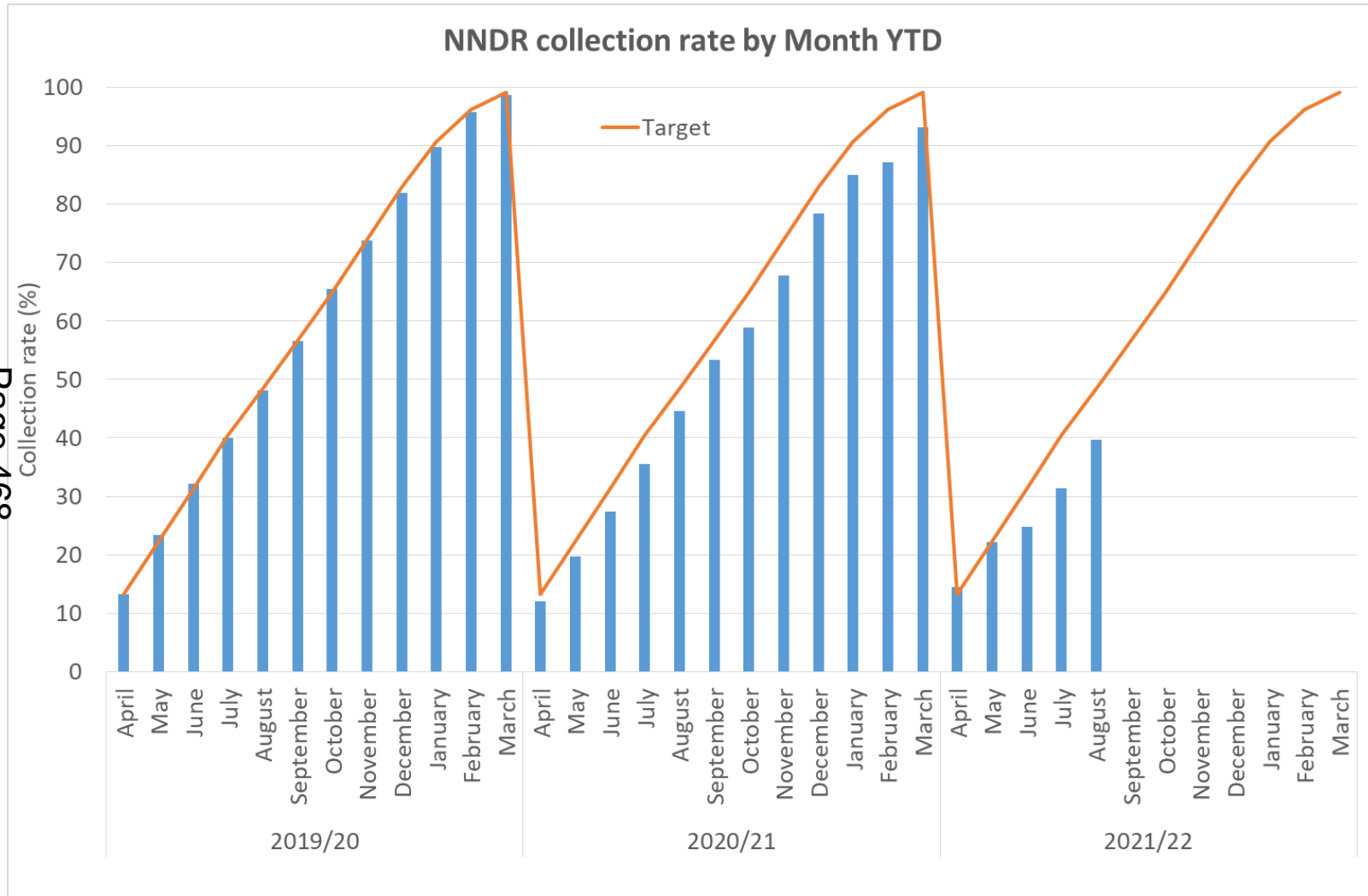
Council tax - % collected



Council Tax collection rates dipped below target in 2020/21. This is primarily due to COVID.

2021/22 collection rates are recovering and are much closer to target

Non domestic rates - % collected



NNDR collection rates dipped below target in 2020/21. This is primarily due to COVID.

This trend has continued in 2021/22

6. Risk

Strategic risk V Programme / project risk

- There are currently 136 risks on the strategic risk register.
- These are cross referenced monthly against the PMO risk register monitoring the risk to delivery of projects and the impact against these strategic risks.
- Where a link has been identified these are monitored by the PMO together with the Lead for corporate risk.
- Of the 136 strategic risk reviewed, no detrimental impact has been identified from potential programme / project risks identified
- There are three new risks recently added to the strategic risk register, none of which are linked to any of the CRP programmes and projects.

7. Statutory return analysis*

* This section of the report will be based around current statutory return submission once published, so will change throughout the year

Statutory Return Analysis

Collection Name	Publication
Short and Long Term Support (SALT) Adult Social Care	November 2021
ASC-FR (Finance)	November 2021

8. Publication of Data

Publication of Data

Additional reports will be produced for the below and attached to this report, when available.

- **Census** – data from the ONS for the census will be released throughout March 2022-23 to LA's. It will be released in three phases, with phase 1 looking at populations and households etc.
- Post March 2023 results will be released to the public.
- **A-levels and GCSEs** have shown grade increases across the borough. The results to allow for benchmarking against London and Nationally are published by the DfE in November 2021.

Latest Update: AUGUST 2021		LATEST DATA						PREVIOUS DATA		BENCHMARKING	
REF.	INDICATOR	Frequency	Timeframe	Target	Croydon position	Change from previous	RAG	Timeframe	Croydon position	Timeframe	London position
PLACE											

PUBLIC REALM

PL PR 19	Number of Park Patrols	Monthly	Aug-21	350	1054.0	↑		Jul-21	602.0		No comparable data available
PL PR 20	Number of District Centre Patrols	Monthly	Aug-21	150	708.0	↑		Jul-21	461.0		No comparable data available
PL PR 23	% of household waste sent for reuse recycling and composting	Quarterly	Q4 2020/21	50%	38.80%	↓		Q3 2020/21	44.2%	Q4 2019/20	32.9%
PL PR 25	Missed Bins per 100k	Monthly	Aug-21	30	129	↑		Jul-21	182		No comparable data available
PL PR 28	% of Streets below grade rectified in time	Monthly	Aug-21	100%	100%	↑		Jul-21	99%		No comparable data available
PL PR 30	Street lighting performance and maintenance (% of lights in light)	Monthly	Aug-21	99%	99.63%	↓		Jul-21	99.67%		No comparable data available
PL PR 32	Parks and open space volunteer days per month	Quarterly	Q1 2021/22	535	750						No comparable data available
PL PR 33	Street champion volunteering days per month	Monthly	Aug-21	600	630	↑		Jul-21	616		No comparable data available
PL PR 53	% of licence applications to be processed within statutory timescales	Quarterly	Q1 2021/22	100%	100%						No comparable data available
PL PR 56	% of applications with representations are referred to licensing sub committee within statutory timescales	Quarterly	Q1 2021/22	100%	100%						No comparable data available

CROYDON CORPORATE PERFORMANCE FRAMEWORK

KEY

■ Red	↑ Getting better
■ Amber	↓ Getting worse
■ Green	↔ Same
■ Data but no target	
■ No data	

Latest Update:
AUGUST 2021

REF.	INDICATOR	LATEST DATA						PREVIOUS DATA		BENCHMARKING	
		Frequency	Timeframe	Target	Croydon position	Change from previous	RAG	Timeframe	Croydon position	Timeframe	London position
PL PR 59	% of contaminated land assessments are conducted within service standards/statutory timescales	Quarterly	Q1 2021/22	100%	100%						No comparable data available

PLANNING AND STRATEGIC SUPPORT

Page 476	PL PS 03	% of Major applications processed in time (13 weeks)	Monthly	Aug-21	60%	100%	↑		Jul-21	33%		No London data available
	PL PS 06	% of Minor planning applications processed in time	Monthly	Aug-21	65%	70.27%	↑		Jul-21	50.9%		No London data available
	PL PS 09	% of Other planning applications processed in time	Monthly	Aug-21	80%	72.73%	↓		Jul-21	77.3%		No London data available
	PL PS 10	Major Planning applications determined in time over a rolling 2 year period	Monthly	August 19 - July 21	60%	84.78%	↑		August 19 - July 21	84.6%		No London data available
	PL PS 11	Non- Major Planning applications determined in time over a rolling 2 year period	Monthly	August 19 - July 21	70%	75.25%	↓		August 19 - July 21	75.3%		No London data available

CULTURE

PL CUL 01	Footfall in libraries	Monthly	Aug-21	16000	21476	↑		Jul-21	8104		No comparable data available
PL CUL 02	Book issues in Libraries	Monthly	Aug-21	32000	32104	↓		Jul-21	42107		No comparable data available
PL CUL 03	Digital issues in Libraries	Monthly	Aug-21	15000	15138	↑		Jul-21	14229		No comparable data available

RESOURCES

CROYDON DIGITAL SERVICE

Latest Update: AUGUST 2021		KEY		CROYDON CORPORATE PERFORMANCE FRAMEWORK				LATEST DATA		PREVIOUS DATA		BENCHMARKING			
	Red		Amber		Green		Data but no target		No data		Getting better		Getting worse		Same
REF.	INDICATOR	Frequency	Timeframe	Target	Croydon position	Change from previous	RAG	Timeframe	Croydon position	Timeframe	London position				
RE CDS 01	Number of major incidents (P1 and P2)	Monthly	Jul-21	5	10	↓	 	Jun-21	8		No comparable data available				
RE CDS 02	Suppliers within SLA for major incidents (P1 and P2)	Monthly	Jul-21	100%	60%	↑	 	Jun-21	20%		No comparable data available				
RE CDS 03	% of issues first time fix (IT Service Desk)	Monthly	Jul-21	80%	90%	↑	 	Jun-21	89%		No comparable data available				
RE CDS 04	Average website uptime	Monthly	Aug-21	100%	100%	↑	 	Jul-21	98%		No comparable data available				
RE CDS 05	Number of total website visits	Monthly	Aug-21	45,000	42,626	↓	 	Jul-21	44,025		No comparable data available				
RE CDS 06	Number of active MyAccount users	Monthly	Last 4 weeks (9 August-6 September)	25,000	27,963	↓	 	Last 4 weeks (9 July-6 August)	43,659		No comparable data available				
RE CDS 07	Number of projects in Delivery	Quarterly	Aug-21	≥ projects queued	79	↓	 	May-Jul 2021	63		No comparable data available				
RE CDS 08	Number of projects Queued	Quarterly	Aug-21	≤ projects in delivery	105	↓	 	May-Jul 2021	101		No comparable data available				

HUMAN RESOURCES

RE HR 02	Recruitment process - % people appointed declared as female	Quarterly	Q1 2021/22	Baselining	60.42%	NA	 	Q1 2021/22	60.42%		No comparable data available
RE HR 04	Recruitment process - % people appointed declared as Black, Asian, Mixed, and White ethnic minority groups	Quarterly	Q1 2021/22	Baselining	48.65%	NA	 	Q1 2021/22	48.65%		No comparable data available

CROYDON CORPORATE PERFORMANCE FRAMEWORK

Latest Update:
AUGUST 2021

KEY

- Red
- Amber
- Green
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- No data

↑
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Getting better
Getting worse
Same

REF.	INDICATOR	LATEST DATA						PREVIOUS DATA		BENCHMARKING	
		Frequency	Timeframe	Target	Croydon position	Change from previous	RAG	Timeframe	Croydon position	Timeframe	London position
RE HR 06	Recruitment process - % people appointed declared as LGBT	Quarterly	Q1 2021/22	Baselining	0.00%	NA		Q1 2021/22	0.00%		No comparable data available
RE HR 08	Recruitment process - % people appointed declared as disabled	Quarterly	Q2 2021/22	Baselining	2.78%	NA		Q2 2021/22	2.78%		No comparable data available
RE HR 09	Percentage of staff who are agency	Monthly	Aug-21	15%	10.00%	↑	Green	Jul-21	10.4%		No comparable data available
RE HR 15	% LBC workforce declared as female	Annual	Jun-21	53.00%	67.37%	↓	Red	Mar-20	66.20%	March 2020	61.70%
RE HR 16	% LBC workforce declared as Black, Asian, Mixed, and White ethnic minority groups	Annual	Jun-21	49.00%	48.00%	↑	Amber	Mar-20	44.70%	March 2020	45%
RE HR 17	% LBC workforce declared as LGBTQ	Annual	Jun-21	5.00%	4.87%	↓	Amber	Mar-20	4.90%		No comparable data available
RE HR 18	% LBC workforce declared as Disabled	Annual	Jun-21	11.00%	9.45%	↑	Red	Mar-20	8.70%	March 2020	6.30%
RE HR 19	% LBC workforce who have declared their gender	Annual	Jun-21	100%	100%	↔	Green	Mar-20	100%		No comparable data available
RE HR 20	% LBC workforce who have not declared their ethnicity	Annual	Jun-21	15%	31%	↑	Red	Mar-20	32%	March 2020	12.20%
RE HR 21	% LBC workforce who have not declared their sexual orientation	Annual	Jun-21	15%	33%	↑	Red	Mar-20	37%		No comparable data available
RE HR 22	% LBC workforce who have not declared if they have a disability	Annual	Jun-21	15%	31%	↑	Red	Mar-20	35%		No comparable data available
RE HR 23	Number of sick days per FTE	Monthly	Rolling Year to August 21	5.6	6.1	↓	Amber	Rolling Year to July 21	5.8	Rolling Year to Mar 21	7.7 (approximate)

LAW AND GOVERNANCE

RE LG 15	Total number of Freedom of Information (FOI) requests	Monthly	Jul-21	N/A	137		N/A	Jun-21	168		No comparable data available
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CROYDON CORPORATE PERFORMANCE FRAMEWORK

KEY

- Red
- Amber
- Green
- Data but no target
- No data

Getting better
 Getting worse
 Same

Latest Update:
AUGUST 2021

REF.	INDICATOR	LATEST DATA						PREVIOUS DATA		BENCHMARKING	
		Frequency	Timeframe	Target	Croydon position	Change from previous	RAG	Timeframe	Croydon position	Timeframe	London position
RE LG 16	Total number of Freedom of Information (FOI) requests responded to with statutory time line	Monthly	Jul-21	N/A	37		N/A	Jun-21	77		No comparable data available
RE LG 17	% of Freedom of Information (FOI) requests responded to within statutory time line	Monthly	Jul-21	90%	27%	↓		Jun-21	46%		No comparable data available
RE LG 18	Total number of Subject Access Requests (SAR)	Monthly	Jul-21	N/A	29		N/A	Jun-21	34		No comparable data available
RE LG 19	Total number of Subject Access Requests (SAR) responded to within statutory timeline	Monthly	Jul-21	N/A	18		N/A	Jun-21	18		No comparable data available
RE LG 20	% of Subject Access Requests (SAR) responded to within statutory timeline	Monthly	Jul-21	90%	62%	↑		Jun-21	53%		No comparable data available

COMMUNICATIONS

RE CM 01	Intranet page views (all of intranet)	Monthly	Aug-21	200,000	177,264	↓		Jul-21	199,018		No comparable data available
RE CM 04	Increase in subscribers to YC Weekly e-bulletin from previous month	Monthly	Aug-21	100	425	↓		Jul-21	629		No comparable data available
RE CM 06	Increase in followers of corporate social media accounts from previous month – Facebook @ilovecroydon	Monthly	Aug-21	To increase	26	↓		Jul-21	101		No comparable data available
RE CM 08	Increase in followers of corporate social media accounts from previous month – Twitter @yourcroydon	Monthly	Aug-21	To increase	111	↓		Jul-21	128		No comparable data available
RE CM 10	Increase in followers of corporate social media accounts from previous month – Instagram @yourcroydon	Monthly	Aug-21	To increase	47	↓		Jul-21	119		No comparable data available
RE CM 15	Digital news hub – visits to site	Monthly	Aug-21	25,000	22,556	↑		Jul-21	21,061		No comparable data available

DEMOCRATIC SERVICES

RE DS 01	Percentage of draft minutes produced within 10 working days;	Monthly	Aug-21	95%	43%	↑		Jul-21	25%		No comparable data available
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REF.	INDICATOR	LATEST DATA						PREVIOUS DATA		BENCHMARKING	
		Frequency	Timeframe	Target	Croydon position	Change from previous	RAG	Timeframe	Croydon position	Timeframe	London position
RE DS 02	Number of reports published after the statutory deadline	Monthly	Aug-21	0	5	↑		Jul-21	12		No comparable data available
RE DS 03	Percentage of information requests from the Scrutiny Committee responded to within the statutory timescale	Monthly	Aug-21	100%	n/a		N/A	Jul-21	N/A		No comparable data available

COMMUNITY EQUIPMENT SERVICE

RE CES 03	% of Croydon Equipment Service delivery/collection/maintenance/repairs within the agreed timeframe	Monthly	Jun-21	95%	94.3%	↓		Jun-21	96.3%		No comparable data available
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CHILDREN FAMILIES AND EDUCATION (CFE)

EARLY HELP AND CHILDREN'S SOCIAL CARE

CFE CSC 02	Percentage of Early Help cases that were stepped up to Children Social Care (CSC)	Monthly	Aug-21	10%	13%	↑		Jul-21	26%		No comparable data available
CFE CSC 03	Percentage of CSC referrals that were stepped down from CSC into Early Help	Monthly	Aug-21	5%	3%	↔		Jul-21	3%		No comparable data available
CFE CSC 04	Percentage of re-referrals within 12 months of the previous referral	Monthly	Aug-21	22%	24%	↑		Jul-21	22%	2019/20	19%
CFE CSC 26	Rate of adolescents entering care per 10,000 (13-17 year olds) population excl. UASC	YTD	Aug-21	Monitoring indicator	33.9			Jul-21	37.5		No comparable data available
CFE CSC 27	Rate of adolescents leaving care per 10,000 (13-17 year olds) population excl. UASC	YTD	Aug-21	Monitoring indicator	14.5			Jul-21	13.3		No comparable data available

KEY

- Red
- Amber
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- No data

- Getting better
- Getting worse
- Same

Latest Update: AUGUST 2021

CROYDON CORPORATE PERFORMANCE FRAMEWORK



REF.	INDICATOR	LATEST DATA						PREVIOUS DATA		BENCHMARKING	
		Frequency	Timeframe	Target	Croydon position	Change from previous	RAG	Timeframe	Croydon position	Timeframe	London position
CFE CSC 08	Percentage of Children in Need (CiN) for who had review on time (those allocated to CWD teams)	Monthly	Aug-21	95%	66%	↓		Jul-21	67%		No comparable data available
CFE CSC 10	Net current expenditure per child on Children Looked After (CLA) placements (includes UASC)	Monthly	Aug-21	Target will be populated next month	£45,291						No comparable data available
CFE CSC 12	Rate of local CLA per 10,000 under 18 years population	Monthly	Aug-21	47.2	49.4			Jul-21	49.2	2019/20	40.9
CFE CSC 13	Number of Unaccompanied Asylum Seeking Children (UASC) CLA	Monthly	Aug-21	66	145			Jul-21	153		No comparable data available
CFE CSC 14	Percentage of the under 18 years population who are UASC	Monthly	Aug-21	0.07%	0.15%			Jul-21	0.16%	2019/20	0.08%
CFE CSC 16	Percentage of care leaver population formerly UASC	Monthly	Aug-21	Monitoring indicator	0.15%			Jul-21	0.16%		No comparable data available
CFE CSC 19	Number of young people who have Appeals Rights Exhausted	Monthly	Aug-21	Monitoring indicator	6			Jul-21	6		No comparable data available
CFE CSC 21	Average Caseload per allocated Social Worker in Children's Social Care	Monthly	Aug-21	17.0	15.4	↑		Jul-21	16.3		No comparable data available

CROYDON CORPORATE PERFORMANCE FRAMEWORK

Latest Update:
AUGUST 2021

KEY

Red	Getting better
Amber	Getting worse
Green	Same
Data but no target	
No data	

REF.	INDICATOR	LATEST DATA						PREVIOUS DATA		BENCHMARKING	
		Frequency	Timeframe	Target	Croydon position	Change from previous	RAG	Timeframe	Croydon position	Timeframe	London position
CFE CSC 23	Number of qualified social workers in post in Croydon after 3 years as a percentage of the establishment of qualified social workers	The performance team are finalising the measure with HR / service and will be populated next month.									No comparable data available
CFE CSC 25	Percentage of Child Protection Children subject to a plan for a second or subsequent time	Monthly	Aug-21	18%	29%	↓		Jul-21	27%	2019/20	18%

EDUCATION

Page 482	CFE E 02	Number of children under 5 attending children's centre	Data will be available from December when the new model is in place.				N/A				No comparable data available
	CFE E 10	Percentage of children with an EHCP educated in-borough mainstream schools	Monthly	Aug-21	Performance team are working with the service to agree	29%		Jul-21	33%		No comparable data available
	CFE E 11	Average caseload per Special Educational Needs caseworker	Monthly	Aug-21	Performance team are working with the service to agree	186		Jun-21	187		No comparable data available

HEALTH WELLBEING AND ADULTS (HWA)

HWA 1	Total Hours of Home Care (18-64)	Monthly	Aug-21	6585.64	6717.33	↑		Jul-21	6852.33		No comparable data available
HWA 2	Total Hours of Home Care (65+)	Monthly	Aug-21	17097.23	17671.25	↓		Jul-21	17530		No comparable data available

Latest Update:
AUGUST 2021

REF.	INDICATOR	LATEST DATA						PREVIOUS DATA		BENCHMARKING	
		Frequency	Timeframe	Target	Croydon position	Change from previous	RAG	Timeframe	Croydon position	Timeframe	London position
HWA 3	Total Number of People in Home Care (18-64)	Monthly	Aug-21	641.69	663	↑	Amber	Jul-21	672		No comparable data available
HWA 4	Total Number of People in Home Care (65+)	Monthly	Aug-21	1341.06	1345	↑	Amber	Jul-21	1355		No comparable data available
HWA 5	Average Hours in Care Package (18-64)	Monthly	Aug-21	10.62	10.18	↑	Green	Jul-21	10.24		No comparable data available
HWA 6	Average Hours in Care Package (65+)	Monthly	Aug-21	13.13	13.14	↓	Amber	Jul-21	12.94		No comparable data available
HWA 11	Number of People in Residential & Nursing Care (18-64)	Monthly	Aug-21	481.01	465	↑	Green	Jul-21	470		No comparable data available
HWA 12	Number of People in Residential & Nursing Care (65+)	Monthly	Aug-21	668.47	653	↑	Green	Jul-21	662		No comparable data available
HWA 15	Conversion rate of Contact to Support	Monthly	Aug-21	15%	14%		Amber				No comparable data available

HOUSING

HOMELESSNESS

HOU 01	Number of Homeless Applications Made	Monthly	Aug-21	N/A	201		N/A	Jul-21	251		No comparable data available
HOU 02	Percent of homelessness cases prevented	Monthly	Aug-21	25.0%	42.0%	↔	Green	Jul-21	42.0%		No comparable data available

CROYDON CORPORATE PERFORMANCE FRAMEWORK

Latest Update:
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■ Data but no target	
■ No data	

REF.	INDICATOR	LATEST DATA						PREVIOUS DATA		BENCHMARKING	
		Frequency	Timeframe	Target	Croydon position	Change from previous	RAG	Timeframe	Croydon position	Timeframe	London position
HOU 03	Percent of homelessness cases relieved	Monthly	Aug-21	25.0%	27.0%	↔		Jul-21	27.0%		No comparable data available
HOU 04	Number of homelessness cases assisted by intervention	Monthly	Aug-21	10	16	↓		Jul-21	32		No comparable data available
HOU 06	Total households in Temporary accommodation	Monthly	Aug-21	2400	2223	↓		Jul-21	2216		No comparable data available
HOU 13	DHP – no. of residents supports	Monthly	Aug-21	333	472	↑		Jul-21	382		No comparable data available
HOU 14	Amount of cost avoidance on homeless prevention achieved	Monthly	Aug-21	£1,666,667	£2,281,500	↑		Jul-21	£1,890,000		No comparable data available
HOU 15	EA/TA – total debt collected	Monthly	Aug-21	£8,976,166	£11,444,820	↑		Jul-21	£8,959,148		No comparable data available
HOU 16	EA/TA – total debt collection rate	Monthly	Aug-21	95%	93.32%	↓		Jul-21	94.82%		No comparable data available
HOU 17	NRPF – total cases supported	Monthly	Aug-21	85	76	↑		31/07/2021	79		No comparable data available
HOU 18	NRPF – total cases supported budget spend to date	Monthly	Aug-21	£727,500	£719,160	↓		31/07/2021	£567,119		No comparable data available

COUNCIL RESIDENT SATISFACTION SURVEY

HOU 19	% who are very or fairly satisfied with the overall quality of your home	Quarterly	Q3 2020/21	68.94%	66.48%	↓		Q2 2020/21	68.94%	Q3 2020/21	68.94%
HOU 20	% who are very or fairly satisfied with the way Croydon Council deals with repairs and maintenance	Quarterly	Q3 2020/21	60.32%	62.29%	↑		Q2 2020/21	60.32%	Q3 2020/21	60.32%
HOU 21	% who are very or fairly satisfied that Housing services are easy to deal with	Quarterly	Q3 2020/21	65.00%	63.43%	↓		Q2 2020/21	65.00%	Q3 2020/21	65.00%

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CROYDON CORPORATE PERFORMANCE FRAMEWORK



Latest Update:
AUGUST 2021

REF.	INDICATOR	LATEST DATA						PREVIOUS DATA		BENCHMARKING	
		Frequency	Timeframe	Target	Croydon position	Change from previous	RAG	Timeframe	Croydon position	Timeframe	London position
HOU 22	% who are very or fairly satisfied that Croydon Council listens to your views and acts upon them	Quarterly	Q3 2020/21	52.57%	53.64%	↑		Q2 2020/21	52.57%	Q3 2020/21	52.57%
HOU 23	% who are very or fairly satisfied that Housing services gives you the opportunity to make your views known	Quarterly	Q3 2020/21	48.00%	50.15%	↑		Q2 2020/21	48.00%	Q3 2020/21	48.00%

REPAIRS

HOU 24	Number of lift entrapments	Monthly	Aug-21	0	2							No comparable data available
HOU 25	Lifts - compliancy rate (statutory insurance inspections)	Monthly	Aug-21	100%	100%							No comparable data available
HOU 26	Lifts - compliancy with statutory inspection regime (category A)	Monthly	Aug-21	100%	100%							No comparable data available
HOU 50	Number of domestic properties	Monthly	Aug-21	N/A	13347							No comparable data available
HOU 27	Number of domestic properties without valid LGSR (1-4 amber)	Monthly	Aug-21	N/A	36							No comparable data available
HOU 28	% Domestic properties with valid Landlords Gas Safety Certificate (LGSR)	Monthly	Aug-21	100%	99.7%							No comparable data available
HOU 29	Number of communal properties without valid LGSR	Monthly	Aug-21	N/A	101							No comparable data available
HOU 30	% Communal properties with valid Landlords Gas Safety Certificate (LGSR)	Monthly	Aug-21	100%	100%							No comparable data available
HOU 31	Water Hygiene inspections completed	Monthly	Aug-21	N/A	48							No comparable data available
HOU 32	Water Hygiene inspection, % completed in target	Monthly	Aug-21	100%	100%							No comparable data available
HOU 36	Fire Risk Assessment (FRA) required	Monthly	Aug-21		753							No comparable data available

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CROYDON CORPORATE PERFORMANCE FRAMEWORK

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REF.	INDICATOR	LATEST DATA						PREVIOUS DATA		BENCHMARKING		
		Frequency	Timeframe	Target	Croydon position	Change from previous	RAG	Timeframe	Croydon position	Timeframe	London position	
HOU 37	Number of FRA completed	Monthly	Aug-21		752		N/A				No comparable data available	
HOU 38	% FRA completed in target	Monthly	Aug-21	100%	99.87%						No comparable data available	
HOU 39	Responsive repairs logged in month	Monthly	Aug-21	N/A	7232		N/A				No comparable data available	
HOU 40	Responsive repairs completed in month	Monthly	Aug-21	N/A	6385		N/A				No comparable data available	
Page 486	HOU 41a	% of Responsive Repairs on time (GB) Combined Immediate & Out of hours - P0 & P00 (2 hours)	Monthly	Jul-21	100%	100%	↔		Jun-21	100%		No comparable data available
	HOU 41b	% of Responsive Repairs on time (GB) Emergency-P1 (1 day)	Monthly	Jul-21	100%	100%	↔		Jun-21	100%		No comparable data available
	HOU 41c	% of Responsive Repairs on time (GB) Urgent- P2 (3 Days)	Monthly	Jul-21	99%	39%	↓		Jun-21	43%		No comparable data available
	HOU 41d	% of Responsive Repairs on time (GB) Routine- P15 (15 days)	Monthly	Jul-21	98%	61%	↑		Jun-21	59%		No comparable data available
	HOU 41e	% of Responsive Repairs on time (GB) Major- P16 (60 days)	Monthly	Jul-21	99%	79%	↓		Jun-21	81%		No comparable data available
	HOU 41f	% repairs (GB) completed on First visit	Monthly	Jul-21	94%	95%	↓		Jun-21	96%		No comparable data available
	HOU 42a	% of Responsive Repairs on time (GAS) Combined Immediate & Out of hours - P0 & P00 (2 hours)	Monthly	Jul-21	100%	100%	↔		Jun-21	100%		No comparable data available
	HOU 42b	% of Responsive Repairs on time (GAS) Emergency-P1 (1 day)	Monthly	Jul-21	100%	100%	↔		Jun-21	100%		No comparable data available

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Latest Update:
AUGUST 2021

CROYDON CORPORATE PERFORMANCE FRAMEWORK



REF.	INDICATOR	LATEST DATA						PREVIOUS DATA		BENCHMARKING	
		Frequency	Timeframe	Target	Croydon position	Change from previous	RAG	Timeframe	Croydon position	Timeframe	London position
HOU 42c	% of Responsive Repairs on time (GAS) Urgent- P2 (3 Days)	Monthly	Jul-21	100%	100%	↔		Jun-21	100%		No comparable data available
HOU 42d	% of Responsive Repairs on time (GAS) Routine- P15 (15 days)	Monthly	Jul-21	100%	100%	↔		Jun-21	100%		No comparable data available
HOU 42e	% of Responsive Repairs on time (GAS) Major- P16 (60 days)	Monthly	Jul-21	100%	N/A		N/A	Jun-21	96%		No comparable data available
HOU 42f	% repairs (GAS) completed on First visit	Monthly	Jul-21	96%	95%	↑		Jun-21	84%		No comparable data available
HOU 45	Number of incoming calls received to Customer Contact Centre	Monthly	Jul-21	N/A	9,812		N/A	Jun-21	10,208		No comparable data available
HOU 46	% calls answered by Axis Contact Centre	Monthly	Jul-21	95%	93%	↑		Jun-21	91%		No comparable data available
HOU 47	Number of Voids Repiars completed in month	Monthly	Jul-21	N/A	49		N/A	Jun-21	45		No comparable data available
HOU 48	Average Time taken (Days) to complete Void Repairs (FROM handed over to Axis TO PI pass date for qualifying voids)	Monthly	Jul-21	10	21	↑		Jun-21	23		No comparable data available
HOU 49	Volume of leaks	Monthly	Jul-21		675		N/A	Jun-21	742		No comparable data available

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REPORT TO:	CABINET 18th OCTOBER 2021
SUBJECT:	INVESTING IN OUR BOROUGH
LEAD OFFICER:	RACHEL SONI, INTERIM DIRECTOR OF COMMISSIONING & PROCUREMENT RICHARD ENNIS, INTERIM CORPORATE DIRECTOR OF RESOURCES AND SECTION 151 OFFICER
CABINET MEMBER:	COUNCILLOR CALLTON YOUNG CABINET MEMBER FOR RESOURCES AND FINANCIAL GOVERNANCE
WARDS:	ALL
COUNCIL PRIORITIES 2020-2024	
<p>Effective outcome based commissioning and prudent financial transactions contribute to all corporate priorities.</p> <p>The Council's Commissioning Framework (2019 – 2023) sets out the approach to commissioning and procurement and puts delivery of outcomes at the heart of the decision making process. As the Council develops more diverse service delivery models, it is important to ensure that our contractual and partnership relationships are not only aligned to our corporate priorities but also represent value for money for citizens and taxpayers.</p>	
FINANCIAL SUMMARY: Financial implications are set out in each individual report.	
KEY DECISION REFERENCE NO.:	
There are key decisions mentioned in this report, but approval of the Recommendations would not constitute a key decision.	

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

1 RECOMMENDATIONS

1.1 The Cabinet is requested to note:

1.1.1 The request for approval of the Children with Disabilities – Care Provider Register (CPR) procurement strategy as set out at agenda item 11a and section 5.1.1.

1.1.2 The contracts between £500,000 and £5,000,000 anticipated to be awarded under delegated authority from the Leader by the nominated Cabinet Member, in consultation with the Cabinet Member for Resources and Financial Governance and with the Leader in certain circumstances, before the next meeting of Cabinet, as set out in section 5.2.1.

- 1.1.3 The list of delegated award decisions made by the Director of Commissioning and Procurement since the last meeting of Cabinet, as set out in section 5.3.1.
- 1.1.4 The list of September recess delegated award decisions for contracts over £5,000,000 in value made by the nominated Cabinet Member in consultation with the Cabinet Member for Resources & Financial Governance or, where the nominated Cabinet Member is the Cabinet Member for Resources & Financial Governance in consultation with the Leader since the last meeting of Cabinet, as set out in section 5.4.1.

2 EXECUTIVE SUMMARY

2.1 This is a standing report which is presented to the Cabinet, for information, at every scheduled Cabinet meeting to update Members on:

- Contract awards and strategies to be agreed by the Cabinet at this meeting which are the subject of a separate agenda item;
- Contracts between £500,000 and £5,000,000 anticipated to be awarded under delegated authority from the Leader by the nominated Cabinet Member, in consultation with the Cabinet Member for Resources and Financial Governance and with the Leader in certain circumstances, before the next meeting of Cabinet;
- Delegated contract award decisions made by the Director of Commissioning and Procurement since the last meeting of Cabinet;
- September recess delegated award decisions for contracts over £500,000 in value made by the nominated Cabinet Member in consultation with the Cabinet Member for Resources & Financial Governance or, where the nominated Cabinet Member is the Cabinet Member for Resources & Financial Governance in consultation with the Leader since the last meeting of Cabinet;
- Property lettings, acquisitions and disposals to be agreed by the Cabinet Member for Resources and Financial Governance in consultation with the Leader since the last meeting of Cabinet;
[As at the date of this report there are none]
- Partnership arrangements to be agreed by the Cabinet at this meeting which are the subject of a separate agenda item.
[As at the date of this report there are none]
- Delegated contract award decisions under delegated authority from the Leader by the Cabinet Member for Children, Young People and Learning in consultation with the Cabinet Member for Resources and

Financial Governance related to the Health and Social Care Services
- DPS 3 Lot 3 – Young People Semi Independent Accommodation;
[As at the date of this report there are none]

- Delegated contract award decisions under delegated authority from the Leader by the Cabinet Member for Families, Health & Social Care in consultation with the Cabinet Member for Resources and Financial Governance related to the Adult and Young People Social Care Dynamic Purchasing Systems (DPS);
[As at the date of this report there are none]

3 DETAIL

- 3.1 Section 5.1.1 of this report lists those contract and procurement strategies that are anticipated to be awarded or approved by the Cabinet.
- 3.2 Section 5.2.1 of this report lists those contracts that are anticipated to be awarded by the nominated Cabinet Member.
- 3.3 Section 5.3.1 of this report lists the delegated award decisions made by the Director of Commissioning and Procurement since the last meeting of Cabinet.
- 3.4 Section 5.4.1 of this report lists the September recess delegated decisions made by the Nominated Cabinet Member in consultation with the Cabinet Member for Resources & Financial Governance or, where the nominated Cabinet Member is the Cabinet Member for Resources & Financial Governance in consultation with the Leader since the last meeting of Cabinet.
- 3.5 The Council's Procurement Strategy and Tender & Contracts Regulations are accessible under the Freedom of Information Act 2000 as part of the Council's Publication Scheme. Information requested under that Act about a specific procurement exercise or contract held internally or supplied by external organisations, will be accessible subject to legal advice as to its commercial confidentiality, or other applicable exemption, and whether or not it is in the public interest to do so.

4 PRE-DECISION SCRUTINY

- 4.1 This report does not require pre-decision as all the reports listed below are compliant with the Council's Tender & Contracts Regulations.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 **Proposed Strategy and Award approvals**

5.1.1 Procurement strategies and awards for the purchase of goods, services and works with a possible contract value over £5 million decisions to be taken by Cabinet which are agenda items 11a.

Award/Strategy	Contract Revenue Budget	Contract Capital Budget	Annual Spend	Dept/Cabinet Member
Children with Disabilities – Care Provider Register (CPR) procurement strategy	£6.4M Approx.		£1.6M	Children, Young People and Learning/ Resource and Financial Governance Cllr Flemming & Cllr Young

5.2 Contract Awards

5.2.1 Revenue and Capital consequences of contract award decisions to be made between £500,000 and £5,000,000 by the nominated Cabinet Member in consultation with the Cabinet Member for Resources & Financial Governance or, where the nominated Cabinet Member is the Cabinet Member for Resources & Financial Governance, in consultation with the Leader.

Contract Title	Contract Revenue Budget	Contract Capital Budget	Annual Spend	Dept/Cabinet Member
Asbestos Surveying Service Contract Award		£775,000	£155,000	Homes/ Cllr Hay-Justice
Targeted Community Testing Provision (lateral flow testing) contract extension	£1,181,436.00 (Contract extension length 8 months) £2,007,960.35 (Overall Contract length 12.5 months)		£1.93 million	Families, Health & Social Care/ Campbell

5.3 Strategy and Contract Awards

5.3.1 Revenue and Capital consequences of delegated decisions made by the Director of Commissioning and Procurement for procurement strategies up to £5 million, contract awards (Regs. 19, 28.4 a & b) between £100,000 and £500,000 and contract extension(s) previously approved as part of the original contract award recommendation (Reg. 28.4 d) and contract variations (Reg.30).

Contract Title	Contract Revenue Budget	Contract Capital Budget	Annual Spend	Dept
Recruitment Partner for Permanent Leadership Roles – Contract Award	£105,566.96 (Contract length up to 12 months)		£105,566.96	Resource and Financial Governance / Cllr Young
Red Gates SEN School Playground – Contract Award	£187,016.08 (Contract length 8 months)		£187,016.08 (for a period of 8 months)	Children, Young People and Learning / Cllr Fleming
Govtech Solutions – Contract Award	£123,000 (Contract length 2 years)		£61,500	Croydon Renewal/Cllr King
Corporate property and liability insurances - Procurement Strategy	£4.4m Approx.		£893,000	Resource and Financial Governance/ Croydon Renewal /Cllr Young/Cllr King
Telephone Parking - Contract Award	£400,000 (Contract length 8 years)		£50,000	Sustainable Croydon/Cllr Ali

CONTRACT VARIATIONS & EXTENSIONS

Contract Title	Value of Contract to Date	Value of Extension Term	Total Revenue value including extension term	Contract Capital Budget	Annual Spend	Dept.
Housing Asset Management Contract Extension	£58,000	£88,554 (Contract extension 12 months)	£146,554		£62,693	Resource and Financial Governance /Cllr Young

CONTRACT VARIATIONS & EXTENSIONS

Contract Title	Value of Contract to Date	Value of Extension Term	Total Revenue value including extension term	Contract Capital Budget	Annual Spend	Dept.
Advocacy Service for children in need of help and protection, LAC & Care Leavers Contract Extension	£333,000	£111,000 (Contract extension 12 months)	£444,000 (no increase on original contract award)		£111,000 (no increase on original contract award)	Children, Young People and Learning / Cllr Fleming
Adult Social Care Direct Payments – Virtual Wallet Contract Extension	£144,000	£86,400	£230,400		£76,800	Families, Health & Social Care/Cllr Campbell
Speech and Language Therapy and Occupational Therapy permitted extension	GF - £670,000 DSG - £1,925,314 Total - £2,595,314	GF - £410,060 DSG - £1,339,672 Total - £1,749,732 (Contract extension 2 years)	GF - £1,080,060 DSG - £3,264,986 Total - £4,345,046 (no increase on original contract award)		£869,009 (no increase on original contract award)	Children, Young People and Learning / Resource and Financial Governance /Cllr Fleming/Cllr Young

5.4 Contract Awards

5.4.1 September recess delegated award decisions for contracts over £5,000,000 in value made by the nominated Cabinet Member in consultation with the Cabinet Member for Resources & Financial Governance or, where the nominated Cabinet Member is the Cabinet Member for Resources & Financial Governance in consultation with the Leader since the last meeting of Cabinet.

Contract Title	Contract Revenue Budget	Contract Capital Budget	Dept/Cabinet Member
South London Partnership Work & Health Programme / Job Entry: Targeted Support (SLP WHP JETS) contract extension and variation	£3.184M (Contract extension and variation 12 months) £20.029M (Total contract length 4 years)		Place / Cllr Shahul-Hameed

6 LEGAL CONSIDERATIONS

- 6.1 The information contained within this report is required to be reported to Members in accordance with Appendix B of the Council's Tenders Contracts Regulations and, in relation to the acquisition or disposal of assets, Regulation 9.3 of the Council's Financial Regulations which states 'Recommendations on acquisitions or disposals valued between £500k and up to £5m must also be approved by the Cabinet Member for Resources & Financial Governance in consultation with the Leader of the Council, subject to the intention to do so having been reported to a previous meeting of Cabinet and in accordance with the Leader's Scheme of Delegation. Recommendations on acquisitions or disposals valued over £5m will be reported for approval to Cabinet.'

Approved by: Nigel Channer, Interim Head of Commercial & Property, on behalf of the Interim Director of Law and Governance

7 HUMAN RESOURCES IMPACT

- 7.1 There are no immediate HR issues that arise from the strategic recommendations in this report for LBC employees and staff. Any specific contracts that arise as a result of this report should have their HR implications independently assessed by a senior HR professional.

Approved by: Gillian Bevan, Head of Human Resources - Resources
Jenny Sankar, Head of Human Resources - Place
Debbie Calliste, Head of Human Resources – Health, Wellbeing and Adults and Children, Families and Education

8 EQUALITY IMPACT

- 8.1 An Equality Analysis process has been used to assess the actual or likely impact of the decisions related to contracts mentioned in this report and mitigating actions have been defined where appropriate.
- 8.2 The equality analysis for the contracts mentioned in this report will enable the Council to ensure that it meets the statutory obligation in the exercise of its functions to address the Public Sector Equality Duty (PSED). This requires public bodies to ensure due regard to the need to advance equality of opportunity; foster good relations between people who share a “protected characteristic” and those who do not and take action to eliminate the potential of discrimination in the provision of services.
- 8.3 Any issues identified through the equality analysis will be given full consideration and agreed mitigating actions will be delivered through the standard contract delivery and reporting mechanisms.

9 ENVIRONMENTAL IMPACT

- 9.1 Any issues emerging in reports to the relevant Cabinet Member will require these considerations to be included as part of the standard reporting requirements, and will not proceed without full consideration of any issues identified.

10 CRIME AND DISORDER REDUCTION IMPACT

- 10.1 Any issues emerging in reports to the relevant Cabinet Member will require these considerations to be included as part of the standard reporting requirements, and will not proceed without full consideration of any issues identified.

11 DATA PROTECTION IMPLICATIONS

- 11.1 Will the subject of the report involve the processing of ‘personal data’?

NO

- 11.2 Has a Data Protection Impact Assessment (DPIA) been completed?

NO

Data Protection Impact Assessments have been used to assess the actual or likely impact of the decisions related to contracts mentioned in this report and mitigating actions have been defined where appropriate.

Approved by: Rachel Soni, Interim Director of Commissioning & Procurement

CONTACT OFFICER:

Name:	Bianca Byrne
Post title:	Head of Commissioning and Procurement (Corporate)
Telephone no:	63138

BACKGROUND DOCUMENTS:

- Asbestos Surveying Service Contract Award
- Targeted Community Testing Provision (lateral flow testing) contract extension
- South London Partnership Work & Health Programme / Job Entry: Targeted Support (SLP WHP JETS) contract extension and variation

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REPORT TO:	CABINET 18 OCTOBER 2021
SUBJECT:	Children with Disabilities – Care Provider Register (CPR)
LEAD OFFICER:	Rodica Cobarzan / Head of Social Work with Families
CABINET MEMBER:	Councillor Alisa Fleming - Cabinet Member for Children, Young People and Learning and Councillor Callton Young - Cabinet Member for Resources & Financial Governance
WARDS:	All
COUNCIL PRIORITIES 2020-2024	
<p>The Council's Renewal plan 2021-24 includes the following priorities which are relevant to this contract:</p> <ul style="list-style-type: none"> • We will live within our means, balance the books and provide value for money for our residents. • We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy. <p>The procurement exercise and the eventual implementation of the proposed Care Provider Register will ensure that the services are provided in accordance with;</p> <ul style="list-style-type: none"> • Care Act 2014 • Autism Act 2009 • Health and Social Care Act 2008 • Children Act 2004 • NHS and Community Care Act 1990 • Children Act 1989 • Health and Social Care Act 2008 	
FINANCIAL IMPACT	
<p>The recommendation is to implement a Care Provider Register (CPR) for a period of up to 4 years.</p> <p>There will be no guarantee of volume or spend under the terms of the proposed (CPR) throughout the duration of the contract.</p> <p>The CPR will enable the Council to purchase single packages of support (based on an agreed hourly rate) and also block purchase. Block purchasing will be conducted via a</p>	

For Publication

mini competition where providers will be encouraged to submit their most competitive price.

The anticipated annual spend is: £1.6m

The total anticipated aggregated contract value including all future extensions is expected to be: **£6.4m** (*annual spend multiplied by 4 years*).

The new model is expected to achieve savings of approximately £225,000 per year / £1m over the lifetime of the contract compared to the current adopted approach of spot purchasing.

The savings are included within the CWD MTFs savings plan (Code: CFE SAV 04)

Anticipated spend is based on the assumption of all new packages commissioned via the CPR. There will be requirements for legacy packages based on assessed need as well as the requirement to transfer packages at the point of statutory reviews. This may vary anticipated spend and will be closely monitored via the CWD service.

FORWARD PLAN KEY DECISION REFERENCE NO.: 5421CYPL

The decision may be implemented from 1300 hours on the 6th working day after the decision is made, unless the decision is referred to the Scrutiny & Overview Committee by the requisite number of Councillors.

1. RECOMMENDATIONS

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below;

- 1.1 The Cabinet is recommended by the Contracts and Commissioning Board, to approve the strategy detailed in this report for the procurement of a contract for a period of four years for the delivery of domiciliary and personal care during the period 1st April 2022 to 31st March 2026. The total estimated annual value is £1.6m which results in a total aggregated value of £6.4m over the 4 years.
- 1.2 The Cabinet is asked to note that the Director of Commissioning and Procurement has approved the waivers listed below under Regulation 19 of the Council's Tender and Contract regulations:
 - to adjust the split between cost and quality evaluation ratio as required under regulation 22.4 to 60% cost / 40% quality.
 - to adjust the social value evaluation criteria from 10% as required under regulation 22.5 to 5%.

2. EXECUTIVE SUMMARY

- 2.1 The purpose of this report is to seek approval to tender for a Care Provider Register (CPR) which enables the Local Authority to purchase domiciliary and care packages for children and young people (CYP).
- 2.2 The Children with Disabilities (CWD) service currently spot purchase their domiciliary and care services. The eventual implementation of the proposed CPR (as a result of the procurement outlined within this strategy) will provide a formal process for purchasing these services in the future.
- 2.3 The Council's strategy is to move away from off contract spend to contract spend in order to assist with the management of costs. The CPR contributes to this strategy and will reduce the spot purchasing of packages of care. In exceptional circumstances there may still be some spot purchasing requirements in order to meet specific individual assessed needs.
- 2.4 The purpose of the CPR is to provide the Local Authority with a quality assured pool of best value providers of which can be commissioned in order to meet the domiciliary & personal care requirements of individual CYP whilst enabling the Local Authority to fulfil their statutory duties.
- 2.5 An open procurement procedure will be conducted in accordance with PCR 2015 in order to secure providers under the proposed CPR. As the services fall under the Light Touch Regime (LTR) processes will be adapted accordingly in line with these regulations.
- 2.6 The CPR will be for a total duration of 4 years which is line with a standard framework agreements (which will be adapted accordingly via use of LTR).
- 2.7 Croydon's anticipated spend under the CPR is expected to be in the region of £1.6m per annum with an anticipated spend of £6.4m over the full 4 year period.
- 2.8 In comparison, whilst currently spot purchasing the Council spends in the region of £2.7m per annum which if we carried on doing so for the next 4 years would result in an approximate spend of £10.8m
- 2.9 As a result of retendering it is anticipated that CWD will make a saving of £1m over the full term of the contract (this allows for a variance as explained in section 5.4).
- 2.10 Savings will be achieved as a result of introducing price caps. Prices for standard care will be capped at maximum £20 an hour and for complex care at £28 an hour.
- 2.11 The opportunity to block purchase hours will also be permissible via the CPR. Block purchasing will be conducted via a mini competition and may assist with further reducing anticipated spend.

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- 2.12 The savings are included within the CWD MTFSS savings plan (Code: CFE SAV 04)

3. DETAIL

3.1 Background

- 3.1.1 The Council currently spot purchases domiciliary and care services on a needs/demand led basis.
- 3.1.2 A child/young person (CYP) will have their individual need assessed by a social worker. The outcome of the assessment will determine the level of support required.
- 3.1.3 The social worker will then liaise with known providers (approx. 46 known to the LA) and those who determine can meet needs will provide a quote.
- 3.1.4 Quotes are then discussed and agreed by the CWD 'access to resources' panel. The panel will consider the recommendation from the social worker and agree to a package of support.
- 3.1.5 The majority of support packages are currently commissioned from approx. 15 agencies.
- 3.1.6 Packages are commissioned on an individual basis with hourly rates agreed. There is currently no formal mechanism for block purchasing or negotiating prices on higher packages.
- 3.1.7 Hourly rates when spot purchasing currently range from £16ph - £44ph depending on the level of need and will be driven by the market.
- 3.1.8 The annual spend via spot purchasing is in the region of £2.7m.
- 3.1.9 The content of this report forms a recommendation in order to end the current spot purchasing culture and to implement a formal structured approach, to be known as the CPR (Care Provider Register).
- 3.1.10 Whilst considering the implementation of a formal commissioning model the CWD service have begun to review their packages of support, including access pathways and the decision making process. This work will continue until the full implementation of the new proposed model.
- 3.1.11 In order to support the Council's wider savings programme the service met with existing providers to discuss their current hourly rates. A number of discounts were offered, which resulted in immediate savings for the service. These discussions also provided an opportunity to discuss the Councils intention of implementing a formal model in the future, which was well received (see section 4 for more detail).

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3.1.12 The option of utilising existing Council arrangements to commission these services (such as the adults DPS) has been considered. Please refer to section 12 for further information).

3.2 Domiciliary & personal care

3.2.1 The Local Authority is responsible for providing any non-medical care services a child is assessed as needing. This could include equipment for daily living, home care (domiciliary care), and access to play schemes, and shortbreaks/respite care.

3.2.2 Domiciliary care is defined as the range of services put in place to support an individual in their own home.

3.2.3 Services may involve routine household tasks within or outside the home, personal care of the client and other associated domestic services necessary to maintain an individual in an acceptable level of health, hygiene, dignity, safety and ease in their home.

3.2.4 The definition of personal care, as opposed to domiciliary care can be summarised as per the Social Care Act 2008: Physical assistance given to a person in connection with;

- eating or drinking (including the administration of parenteral nutrition)
- toileting (including in relation to the process of menstruation)
- washing or bathing
- dressing
- oral care
- the care of skin, hair and nails (with the exception of nail care provided by a chiropodist or podiatrist)

3.2.5 CYP who will need help with domiciliary and personal care tasks typically have a disability or special educational need. Their impairments make it difficult for them to learn how to carry out these tasks for themselves.

3.2.6 To meet the identified support needs, domiciliary and personal care agencies will thus typically offer their services to CYP with:

- physical disabilities
- learning disabilities
- complex needs
- autism
- sensory impairments
- long-term physical and terminal illnesses.

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3.3 Legislation

- 3.3.1 The Children Act 1989 sets out the duties of local authorities to ensure access to a range of services that meet the needs of some of the most vulnerable children in society.
- 3.3.2 The Council will expect services to be provided in accordance with the registration requirements of the Care Quality Commission (CQC), where appropriate, and the Care Standards Act 2000, complying with all relevant regulations, the National Minimum Standards and best practice guidelines. Any provider delivering personal care will be required to be registered with CQC.
- 3.3.3 Service Providers will deliver homecare services to CYP with full regard to legislation including the Children Act 1989, 2004 and the Children and Families Act 2014.
- 3.3.4 Service Providers must have regard to the wellbeing duty in the Care Act 2014 when providing support to parent carers. Service Providers must safeguard and promote the welfare of the disabled child cared for and any other child for whom the parent carer has parental responsibility.
- 3.3.5 Where service providers deliver healthcare services to CYP who meet Continuing Care criteria, care and support will be provided in full compliance with the National Framework for Children and Young people's Continuing Care guidance (Department of Health, 2016).

3.4 CQC

- 3.4.1 A provider who carries out domiciliary care does not necessarily have to be registered with the Care Quality Commission (CQC), however, should a provider also provide personal care then they must be registered.
- 3.4.2 Any supplier who provides personal care must be CQC registered.
- 3.4.3 Domiciliary care providers can be registered with the Care Quality Commission (CQC) to offer personal care to CYP of all ages as well as adults.
- 3.4.4 Service users are treated as adults from 19 years onwards.
- 3.4.5 Most agencies that seek to offer services to CYP will do so as part of their range of provision including adult care.
- 3.4.6 The CQC have fundamental standards for which must be adhered to in order to satisfy registration.
- 3.4.7 Where Service Providers deliver regulated activity covering treatment related to disease, disorder or injury, including treatment by a health care professional, social workers, and / or multi-disciplinary team, they will have

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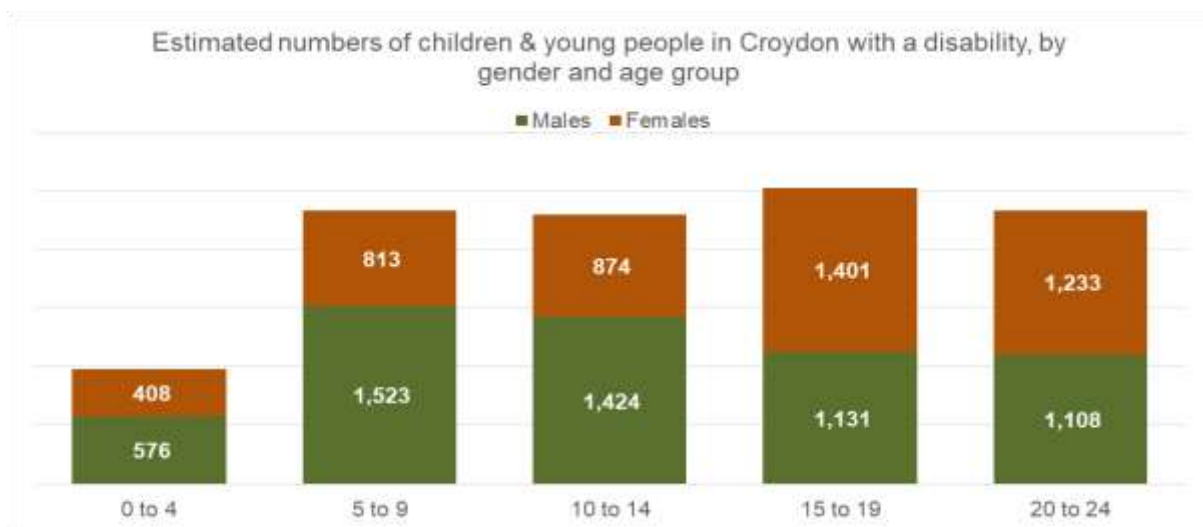
appropriate registration for Treatment of Disease, Disorder or Injury regulated activity with the Care Quality Commission (CQC).

3.5 Service users & market

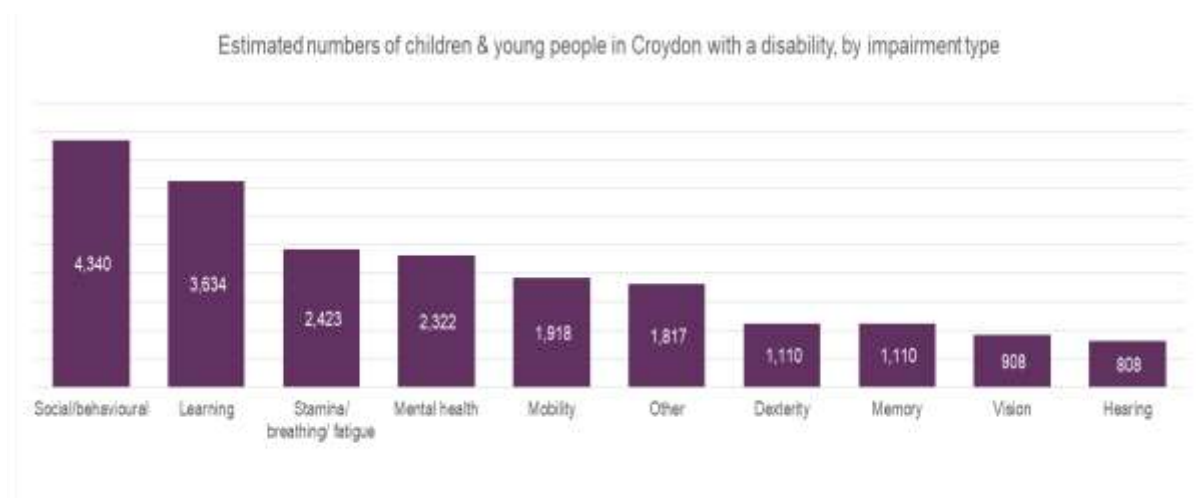
General population:

3.5.1 We know there are about 10,500 CYP (0-25 years of age) living with a disability in Croydon (~8% of CYP)

3.5.2 As at 25th March, there are 472 CYP under 18 known to the CWD service, for which they meet the eligibility criteria of having severe and profound levels of disability.

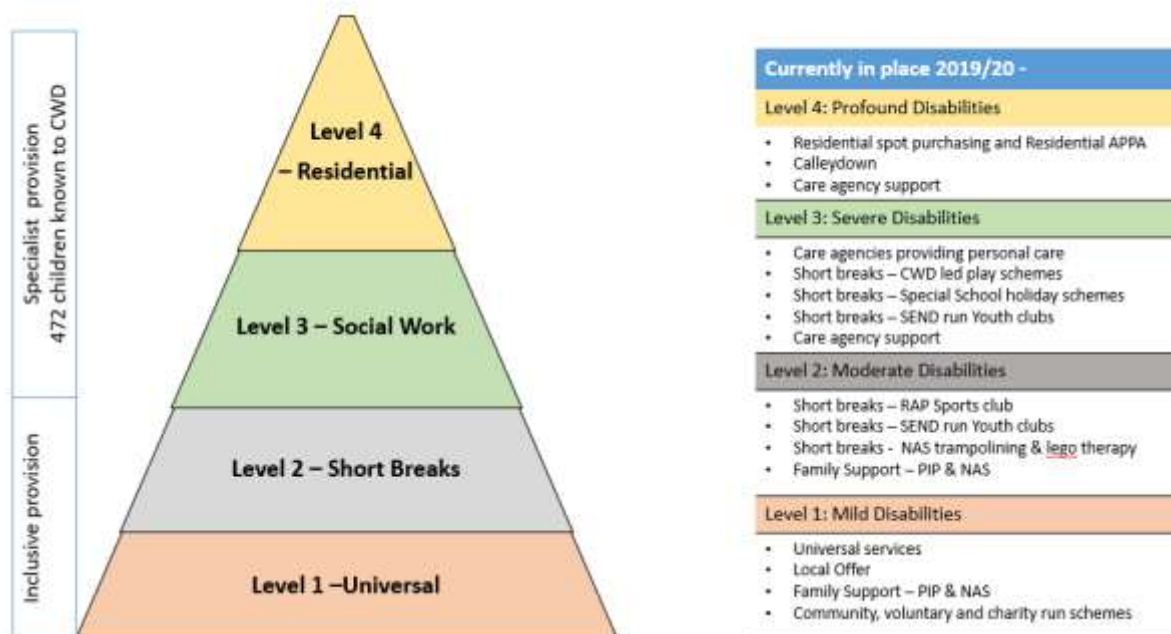


3.5.3 We know that the largest percentage of CYP who have a diagnosed disability, have a social, emotional or behavioural impairment, followed by a learning disability.



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- 3.5.4 The current CWD provision within Croydon provides 4 levels of support which ranges from inclusive provision (available to all) to specialist provision (available to those known to CWD services).
- 3.5.5 Whilst some CYP diagnosed with mild/severe disabilities may receive domiciliary or personal care (due to their individual need) the majority of CYP will be diagnosed as severe/profound and will access domiciliary and personal care via level 3 – social work intervention.



Receiving domiciliary or personal care:

- 3.5.6 The number of individual hours commissioned by the Local Authority varies depending on demand. As of April 2021 the number of hours being commissioned from the market for 0-17yrs is 70,362.
- 3.5.7 At the time of writing (April 2021) the number of CYP (0-17yrs) accessing domiciliary and personal care support is 152.
- 3.5.8 On average a CYP and their family will receive 463 hours PA (total number of hours commissioned / total service users). This equates to 9.5hrs per week (annual per user / 52 weeks).
- 3.5.9 Currently the Local Authority spot purchases from a total of 46 individual providers with 15 of these agencies receiving the majority of money from the Local Authority.
- 3.5.10 Accessing the support is dependent on individual need with service users ranging from mild to severe, however, the majority of service users are deemed to be severe/profound.

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3.5.11 The levels of support that are typically offered when spot purchasing can be classified as:

- Standard Care – Typically community participation and activities of daily living; support in the home; personal care
- Standard Care Plus – Typically more specialist input; challenging behaviour; seizure management
- Complex Care – Typically clinical support which requires additional training; nursing care

3.5.12 The current committed annual spend on 0-17yrs domiciliary and personal care support is via spot purchasing is: £2.7m PA.

3.5.13 Dependent on the level of support that is required the current hourly rates range from £16ph to £44ph. With the average hourly rate being £38.39 (total committed spend / number of hours).

3.5.14 The number of CYP open to CWD and those accessing care packages fluctuates throughout the year, however, has remained consistent for a number of years.

3.6 Aims & Outcomes

3.6.1 The purpose of proposed CPR is to provide access to a range of best value, quality domiciliary and personal care providers that the service can access in order to meet the assessed needs of CYP within Croydon.

3.6.2 The eventual implementation (as a result of the procurement outlined within this strategy) will enable the Local Authority to fulfil our statutory duties as per the legislation identified within this report.

Aims:

3.6.3 The council wishes to work with providers in order to ensure the delivery of high quality domiciliary and personal care to our CYP. The CPR would aim to:

- Work towards achieving key outcomes for CYP and families who receive the support
- To have a number of providers who are able to deliver good quality support to CYP and their families from 0-18 years
- Support agencies that deliver personal care are CQC registered
- Ensure that all care providers have sound safeguarding procedures in place
- Consider best value in the provision of care and support

Desired outcomes:

3.6.4 The Council will ensure the delivery of 'outcome-focused' interventions and support via the procurement of the CPR. Desired outcomes include:

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Outcome 1. Improved Quality of Live for CYP and families, which means:

- The CYP develops and maintains independence
- The CYP develops confidence and ability in using community resources
- The CYP performs useful and meaningful activities with whatever assistance is required
- The CYP develops skills and abilities as agreed in their support plan
- Parents and carers have a short break from caring

Outcome 2. Enable parents and carers to provide care for CYP with disabilities that promotes their personal dignity, which means:

- Parents & carers are supported and feel confident
- Parents & carers, CYP feel confident that the care workers will assist their personal care with discretion and in such a way that dignity is maintained and that wherever possible, the carer takes direction from the child or parent/carer
- Parents & carers are satisfied that the changes they had hoped to achieve have been realised and the balance between support and assistance is appropriate to their circumstances

Outcome 3. Improved Well-being for the CYP and Family, which means:

- The CYP and family will receive services that reflect their changing circumstances and whenever possible will be encouraged to undertake physical activities appropriate to their circumstances and abilities
- The CYP and family will feel the service has assisted in them regaining confidence, developing skills and opportunities to learn

3.6.5 Outcomes and expectation of delivery will be further developed when drafting the specification and tender documentation.

3.7 Proposed service model

3.7.1 It is recommended to have an approved provider panel (to be known as the CPR) covering CYP up to the age of 17.

3.7.2 The CPR will be divided into lots which will ensure that CYP can be matched with the correct providers quickly and easily.

3.7.3 A comprehensive service specification is in the process of being developed for each of the lots detailing the LA requirements.

3.7.4 Children disability services will be able to access the CPR and commission their requirements on a needs led basis.

3.7.5 Under the CPR the LA will also be able to block purchase packages of support when/if required.

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- 3.7.6 Each service area will be responsible for their own spend under the CPR and monitoring of service user progress as per the statutory requirements.
- 3.7.7 With regards to transitions and when a CYP turns 18; there will be a clause to ensure that providers are dual registered (i.e. able to accommodate adults). This will ensure that packages of support are not required to automatically cease.
- 3.7.8 The transition will be discussed and monitored via the CWD and Adult disabilities service with adults initially absorbing the cost of any package that may have been commissioned via children's services.
- 3.7.9 If required and/or at a point of a natural review (in line with statutory guidance) packages of support may be recommissioned for adults. If this is required then adults will refer to their own commissioning processes.
- 3.7.10 Should a child or family need to remain on their current package of support then there will be a clause for legacy placements to continue. Any packages of support continuing with providers that are not on the new CPR will be as a result of assessed need. Packages of support will transfer at the earliest appropriate time, in line with statutory reviews and guidance.

3.8 Proposed Procurement Route

- 3.8.1 An open procurement procedure will be conducted in accordance with PCR 2015 in order to secure providers under the proposed CPR. As the services fall under the Light Touch Regime (LTR) processes will be adapted accordingly in line with these regulations.
- 3.8.2 The contract value over the aggregated life time of the contract is above the PCR advertising thresholds for light touch services (currently £663,540), and an Find a Tender Service contract notice will be posted via the Councils e-tendering portal.
- 3.8.3 The opportunity will be advertised on the London Tenders Portal the Councils e-tendering portal.
- 3.8.4 The Children with Disabilities (CWD) Care Provider Register (CPR) will consist of two individual lots:
- Lot 1 - Standard Care
 - Lot 2 – Complex Care
- 3.8.5 Each lot will allow providers who can provide for service users from the ages of 0-17yrs.
- 3.8.6 Providers may bid for one or multiple lots and may collaborate to make a joint bids for one or more lot.

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- 3.8.7 The tender opportunity will be open to the market for a minimum of 30 days.
- 3.8.8 The tenders will be returned electronically via the e-tendering portal.
- 3.8.9 The CPR will not guarantee any volume of work or spend for the duration of the proposed contract.
- 3.8.10 Call off from the CPR for individual packages of support will be via direct awards. The level of need of the CYP will determine the lot from which you will commission from. Any award will be discussed and agreed via the Access to Resources Panel under the financial scheme of delegation.
- 3.8.11 Each lot will have predefined minimum expectation for delivery and set costs. Hourly rates for each of the lot will be capped with the Local Authorities expectation made clear at the point of tender.
- 3.8.12 Each lot will provide the Local Authority with the opportunity to purchase single packages of support i.e. 1 child x 1 hr or to block purchase packages of support i.e. 100 hrs.
- 3.8.13 Should block purchases be required then this will take place via a mini competition under the terms of the CPR. Providers will be given the opportunity to compete on price (but not exceed their rate for individual packages).

3.9 Proposed award via the CPR

- 3.9.1 The award of the domiciliary or personal care package will be determined by considering:
- Individual call offs; the providers will be tiered based on their tender price. Providers in the top tier will be approached first, those with availability will respond and the panel will make a decision as to which provider is awarded. If no providers within the top tier have availability then the social worker will move to the second tier until a provider is identified.
 - Block purchasing; All providers within the appropriate lot will be invited to a mini competition. Following the mini completion the provider who is ranked first based on price will be awarded the contract (following panel approval)
- 3.9.2 The options from the CPR will be presented and considered by the 'Access to resources & short breaks panel' as per current standard practice. The panel will determine the successful provider following the steps above.
- 3.9.3 The 'Access to resources & short breaks panel' will consider the outcome from the CPR, the recommendation from the social worker, including individual child need and risk.
- 3.9.4 The agreed provider will be informed of the panel decision and the Local Authority will enter into a contract with the awarded provider.

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3.10 Contract Terms and Conditions

3.10.1 The term of the CPR will be for a period of 4 years from 01/04/2022 until 31/12/26. It will be permissible for existing call offs to continue beyond the expiry of the framework and if required the contract can be terminated with 3 months' notice in line with Croydon's standard terms and conditions.

3.10.2 A 4 year duration is in line with standard framework agreements and therefore more desirable to the market and potential suppliers, however, this will be procured and adapted under LTR which will enable the opening/closing of the framework during this time in order to fulfil the Council's needs.

3.10.3 Following completion of the tender process the Council will enter into contracts with the successful providers to be admitted to the CPR and be eligible for call off.

3.10.4 Any provider that fails to meet the specified quality criteria can be omitted from the CPR at any point during the lifetime of the contract. Appropriate action will be discussed and monitored via the contract management meetings.

3.10.5 All CPR contracts and agreements will be based on Croydon standard terms & conditions and will be reviewed by legal prior to publication to ensure they align with the specified requirements of the CPR.

3.11 Evaluation

3.11.1 A Price/Quality ratio split of 60% price / 40% quality will be applied.

3.11.2 This ratio will ensure that there is more emphasis on the cost of the service being provided, however, this will not be at the detriment of quality due to the minimum quality arrangements specified at the point of tender and stringent contract management throughout the lifetime of the contract.

3.11.3 The evaluation panel will consist of members of the CWD Team:

- 2 team managers from the CWD service
- 2 service managers from the CWD service
- A representative from the adults social care (transitions service).

3.11.4 Compliance with the Council's mandatory requirements and minimum quality standards will be specified in the eligibility and tenders will be evaluated using a 3 stage process:

3.11.5 **Stage 1** – Minimum Requirements:

- Mandatory, Discretionary, Economic and financial standing,
- Technical and professional ability
- Modern slavery
- GDPR

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- Insurance
- and any additional minimum service requirements e.g. CQC registration/rating for those suppliers providing personal care.

3.11.6 **Stage 2** – Method Statements – 40% quality:

- Service Delivery - 10%
- Safeguarding – 10%
- Quality Assurance – 8%
- Workforce – 5%
- Social Value – 5%
- PSP - 2%

3.11.7 **Stage 3** – Price – 60%:

- Completed Pricing Matrices/Pricing Schedule – Prices will be provided as an hourly rate and will include specified rates for weekday & weekend packages.
- Compliance with London Living Wage will be set out as a requirement within the tender documentation.
- Should a mini competition take place once the CPR is active then providers will not be able to exceed their hourly rate provided at this stage of the process should they wish to compete.

Financial evaluation:

3.11.8 The financial assessment of the prospective suppliers will be conducted to determine their financial viability. However, so to not disproportionately impact on sole trader or smaller to medium size enterprises, the intention is to gain approval for the removal of the minimum financial turnover threshold from the S151 Officer.

3.11.9 With permission from the S151 officer, we intend to amend this criteria of the economic and grounds for financial assessment to enable an assessment of the bidder's turnover to be assessed after submission.

3.11.10 The question would ask the bidders to state their annual turnover and to declare any known financial situation which would prevent them from carrying out work on behalf of Croydon. This will be assessed as part of the overall economic and financial standing of bidders by a methodology set out by Finance. Assessments will only be undertaken on those providers who would be recommended to join the CPR following their evaluation. Any provider who presents a financial risk following a finance assessment will be flagged for individual discussion and consideration prior to be appointed to the CPR.

3.12 Procurement Timeline

TASK	BY
RP2 to CCB	19/08/21
Deadline for Cabinet report	16/09/21 (<i>Set date</i>)
Cabinet	18/10/21 (<i>Set date</i>)

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Implement Cabinet decision	26/10/21 <i>(Set date)</i>
Confirm all tender documentation	End of September 21
Market warming	End of September 21
Publish Tender	27/10/21
Tender Closes	28/11/21
Compliance / Evaluation / Moderation	End December 21
RP3 to CCB	January 22
Deadline for Cabinet report	01/02/22 <i>(Set date)</i>
Cabinet	21/02/22 <i>(Set date)</i>
Implement Cabinet decision	01/03/22 <i>(Set date)</i>
Contract award	01/03/22
Mobilisation*	March 22
Contract start	April 2022

**due to the requirements of being part of the CPR (to be outlined within the tender documentation) the mobilisation time is minimal as the expectation is that providers will already have their resource and infrastructure in place in readiness for the provision of care packages.*

3.13 Risks

Risk	Risk description	Risk rating	Risk management / mitigation
Completing procurement within timescale	<p>Delays in procurement/contracting process meaning new arrangements are not in place as per the deadline.</p> <p>There must be continuity in the delivery of this service.</p> <p>Additional risk; September Cabinet, moved to August resulting in this report not able to be discussed until October at the earliest.</p>	High	<ul style="list-style-type: none"> Detailed procurement timetable will be shared and agreed with relevant Heads of Service (C&P and CSC). The service currently spot purchase and therefore there are no further contractual considerations should delays occur.
Service users facing a "cliff edge" post 17yrs.	<p>The model allows for the commissioning of packages for CYP 0-17yrs.</p> <p>There must be continuity for service users when they turn 18 and leave the children with disabilities service.</p>	High	<ul style="list-style-type: none"> The head of 25-65 disability service (whose service oversees transitions) has agreed that any package commissioned prior to transferring to the adults service will be honored until the point of a natural break/review. Providers will be required to be dual registered,

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			<p>therefore the service user wishes to remain with a provider then this would be possible.</p> <ul style="list-style-type: none"> • The head of children's and adults services have agreed to plan transitions in advance.
Insufficient marketplace of high quality providers	Insufficient suitable providers applying and being successful	High	<ul style="list-style-type: none"> • Providers have been asked for their views on possible service models so that we can better anticipate challenges for the market. • Ability to refresh Approved list built in • Market warming event to be planned
Increasing costs	Increase in costs against static budgets	High	<ul style="list-style-type: none"> • Monthly monitoring of demand / spend. • Cap proposed costs within the individual lots. • Provide an option for block purchasing. •
Failure to achieve savings	The savings that will be generated through this work are significant contributor to the overall service savings required.	Medium	<ul style="list-style-type: none"> • The numbers and model suggested has been discussed with finance. • A high tolerance has been built within the model to allow for any discrepancies • The service will actively monitor the decision to award individual contracts via their service panels •
Policy Change	Political implications - Spending & contract review	Low	<ul style="list-style-type: none"> • Proposed model provides flexibility to accommodate policy changes • No guaranteed minimum level of spend or volume • Exit clauses within the contract

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COVID	Prioritisation of resource and services to combat the COVID pandemic	Medium	<ul style="list-style-type: none"> • COVID measures now in place to ensure continuity • All activities planned to take place virtually
Service Delivery	Disruption to service provision as a result of procurement exercise	Low	<ul style="list-style-type: none"> • Procurement is being managed via the C&P division. • Current services are spot purchased and therefore no impact on current arrangements
Challenge from incumbent provider	Incumbent providers launch a challenge to the tendering process	Low	<ul style="list-style-type: none"> • Current providers are spot purchased with no formal arrangements in place. • The procurement will be conducted in line with LTR. • The new tender will be in strict adherence to procurement regulations and guidelines and transparency through the tendering process.
HR / TUPE / Pension	Implications for the incumbent providers	Low	<ul style="list-style-type: none"> • All providers are currently spot purchased with no guarantee of volume or spend. There are no current TUPE implications known.
Legal Risk	Failure to deliver a statutory Service	Medium	<ul style="list-style-type: none"> • Ensure the specification is compliant and references all appropriate regulations
Data Protection	Issues regarding the way data is shared between the Council and the Contractor.	Medium	<ul style="list-style-type: none"> • A Data Protection Impact Assessment will be completed ensuring all data is processed in accordance with Data Protection Legislation.

3.14 Performance Monitoring

3.14.1 There will be robust KPIs and a consistency of expectations for all providers who form part of the CPR.

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- 3.14.2 There will be a separate service specification for each of the lots with appropriate KPI's and outcomes set for each lot as appropriate.
- 3.14.3 All providers who provide packages of domiciliary and personal care, will be subject to regular quality assurance checks and contract monitoring by the service.
- 3.14.4 Suppliers who provide personal care are also subject to the Care Quality Commission (CQC) inspection regime, and relevant clauses will be included in the contract in relation to minimum CQC ratings required to enable personal care packages to be commissioned.
- 3.14.5 Proposed KPI's will include the following:
- How many CYP have used the service?
 - How many have attended?
 - What is the number of CYP who have missed?
 - What difference is the support making?
 - What feedback have we received?
 - What is the number of complaints?
 - Report on the number of CYP where there are safeguarding concerns?
- 3.14.6 KPI's will be further developed during the drafting of the service specification.
- 3.14.7 Contract management will be the responsibility of the CWD service. Regular meetings will be held with the provider and reports will be provided at agreed intervals (to be detailed further within the specification). This will enable to service to manage the effectiveness, compliance of providers and spend under the CPR.

3.15 Social Value

- 3.15.1 The recommendation is that scoring related to social value is lowered to 5% of the total quality scoring criteria. This is a deviation from the Council's requirement of 10% under Regulation 22.5 of the Council's Tenders and Contracts Regulations and, as such, a waiver has been requested in the recommendations.
- 3.15.2 There is an increased emphasis on price for this tender and therefore the weighting for quality would be more proportioned if the standard social value weighting was decreased.
- 3.15.3 Given the nature of the service a large amount of social value will be realised via the contract as a direct result of supporting the most vulnerable CYP entail supporting their wider family circle.

4. CONSULTATION

- 4.1 In August 2020 the CWD service initiated a parent/carer survey in relation to the current short break offer.
- 4.2 Whilst this was not specific to the packages of care it did provide an insight as to how the support from CWD was being received:
- Number of parents/carers who participated: 52
 - Of which 27 currently access the provision on offer
 - 73% of respondents had been accessing short breaks from 0-5years
 - 15% have accessed short breaks for 6-10 years
 - 53% were either happy or very happy. 16% were either unhappy or very unhappy
 - 43% believe that short breaks have made a significant difference to their family
 - 84% believe that short breaks are very effective or fairly effective
- 4.3 The outcome of the short break survey will feed into the review of those services, however, the emerging themes will be considered as part of this procurement exercise.
- 4.4 In August 2020 a soft market exercise took place via the London Tenders Portal.
- 4.5 The purpose of the soft market exercise was to gain an early indication as to what provider views were in relation to potentially providing services for Croydon.
- 4.6 The views received would help to start shape the service specification and tender documentation.
- 4.7 As this was not an official tender exercise the questions were generic and were left open for providers to provide their general views.
- 4.8 Views were requested in relation to the 4 services as a whole, with providers being asked the following:
- Interest in providing short breaks, care packages, family support and family assessments
 - How do they envisage providing services for Croydon
 - Main challenges of delivering these services
 - Desired length of contract
 - Appropriate cost for delivery
- 4.9 The outcome of the soft market exercise was as follows:

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- 12 providers participated
- 3 suppliers informed that they could provide all of the potential service elements
- 9 providers advised that there would need to be commitment in terms of volume
- 67% of suppliers would require a minimum 3 year contract

4.10 Providers came forward as to what the potential challenges may be. This included:

- Securing safe venues in the current climate (COVID)
- Restrictions in place (COVID)
- Last minute cancellation from families and the impact on staffing
- Weekend staffing and recruitment
- Recruiting and retaining staff
- Consistency of staff being available
- Sustainable and safe staffing levels being available

4.11 The outcome of the soft market test exercise will assist with shaping the specification and tender documentation. Mitigation against the relevant identified challenges will also be considered as part of this work stream.

4.12 Between November 2020 and January 2021 the service began in year negotiations with care providers. As part of these discussions the appetite from the market for a framework type agreement in the future was explored. Feedback from the market was as follows:

- There is a lot of interest and commitment to continue working with Croydon and supporting young people
- There are a lot of agencies providing domiciliary care which makes it less of a providers market and gives leverage to negotiate rates
- There is interest in a preferred provider framework
- There are significant issues for providers in terms of receiving timely purchase order numbers and payments. For some providers there are significant payment amounts outstanding that have built up over some time.
- Whilst on the whole, there is commitment to continue working with Croydon, for some providers the issues with payment and purchase orders is so significant that they are looking to withdraw from the packages they support.
- Some providers have expressed that they would be able to reduce their rates further if they have agreement for a minimum number of packages with Croydon; if payments are made on time; and if there are no issues with receiving purchase order numbers.

Providers felt that the model should:

- Provide and streamline definitions of the levels of care required, for example, outreach support in the community, personal care; and

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complex care. Consideration will need to be given to how challenging behavior and medical care feature in these levels.

- Look to incorporate a commitment around the number of packages providers can expect over a year.

- 4.13 All of the above feedback will be taken into consideration when drafting the specifications and tender documentation.
- 4.14 It is the intention to hold a further market warming event specifically in relation to this tender. This will ensure maximum engagement from the market in preparation for tender go live.
- 4.15 Discussions have also taken place with other services; Adults, transitions & CHC regarding potential joint working and the procurement of a joint model. The other services are currently exploring their own routes to the market and at this stage there is no scope to implement a joint solution. We will ensure conversations continue with these services to avoid any duplication and the sharing of best practice. CWD will also liaise with other supporting services to ensure there is no impact on families when in transition.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Revenue Budget available				
Expenditure	2.7m	2.7m	2.7m	2.7m
Income				
Effect of decision from report				
Expenditure		2.45m*	2.45m	2.45m
Income				
Remaining budget	<u>0</u>	<u>225*</u>	<u>225</u>	<u>225</u>

** To note that during transition from BAU to the new model legacy arrangements may be in place, which may vary the initial spend/savings under the new arrangements. This will be closely monitored by the CWD service.*

5.1 The effect of the decision

- 5.1.1 The service has budgeted for the future award of the contract to the successful providers in order to fulfil their statutory requirements.
- 5.1.2 There will be no impact upon service delivery as a result of awarding the contracts to the successful providers.

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5.1.3 As a result of implementing a formal commissioning model it is expected savings can be achieved as a result of this procurement. The level of anticipated savings can be found in section 5.4 of this report.

5.1.4 Anticipated spend is based on the assumption of all new packages commissioned via the CPR. There will be requirements for legacy packages based on assessed need as well as the requirement to transfer packages at the point of statutory reviews. This may vary anticipated spend and will be closely monitored via the CWD service.

5.1.5 The savings are included within the CWD MTFs savings plan (Code: CFE SAV 04)

5.2 Risks

5.2.1 The financial risk to the Council will be assessed as part of the first stage of the evaluation process. Basic due diligence information will be included as part of the submission including:

- Ensuring that organisations are competent to manage the money awarded (e.g. haven't been declared bankrupt and have managed contracts of the size they are applying for)
- Checks on criminal convictions
- References
- Insurance coverage
- Turnover

5.2.2 All other associated risks can be found in section 3 of this report.

5.3 Options

5.3.1 The following is a summary of the options that have been considered. (Please refer to section 12 for further detail):

- I. Do nothing; Continue to spot purchase: **Not recommended**
- II. Implement an approved provider list (to be known as the CPR): **Recommended**
- III. Implement a standard framework: **Not recommended**
- IV. Implement a DPS: **Not recommended**
- V. Join the existing adults DPS: **Not recommended**

5.4 Future savings/efficiencies

5.4.1 As a result of ending the spot purchasing practice currently adopted by the service a number of savings and efficiencies are expected as a direct result of this tender.

5.4.2 As of April 2021 the recorded financial commitments were as follows:

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SERVICE USERS	TOTAL HOURS PA	COMMITTED SPEND PA
152	70,362	£ 2,701,505.00

5.4.3 It is acknowledged that not all CYP will receive the same support or level of support and that individual factors will determine the cost of support currently provided. The mean average has therefore been used for the purpose of this model.

AVERAGE HOURS PER SERVICE USER	463	(total hours PA / total service users)
COST PER HOUR	£ 38.39	(total committed spend / total hours)

5.4.4 The recommendation of this report is to implement an approved provider panel. This will be split into 2 separate lots (standard/complex). The CWD service estimate that the current cohort would fall into these lots as follows:

NEED	% SERVICE USERS
	(Service estimate)
Receiving standard care	70%
Receiving complex care	30%

5.4.5 Applying this to the current cohort would therefore equal the following:

NEED	% SERVICE USERS	AVERAGE USERS	APPROX HOURS	APPROX COST
Receiving standard care	70%	106	49,253	£ 1,891,053.50
Receiving complex care	30%	46	21,109	£ 810,451.50
		152	70,362	£ 2,701,505.00

5.4.6 Within the new model it is proposed to introduce caps for each of the lots. The below caps are proposed. Price caps have been based on current average costs, CWD service discussions with neighbouring boroughs and CWD market expectation.

NEED	PROPOSED £ CAP PER HOUR
	(Requested cap from the service)
Lot 1: Standard	£ 20.00
Lot 2: Complex	£ 28.00

5.4.7 Applying the proposed caps to the current cohort would result in the following:

NEED	AVERAGE USERS	APPROX HOURS	PROPOSED £ CAP PER HOUR	ESTIMATED SPEND
Lot 1: Standard	106	49,253	£ 20.00	£ 985,068.00
Lot 2: Complex	46	21,109	£ 28.00	£ 591,040.80
	152	70,362		£ 1,576,108.80

5.4.8 If we were to subtract the estimated spend from the current committed spend then there is a difference of approx. £1.1m, however, the model is based on assumption and averages. Children with Disabilities are complex and their needs can vary significantly within a year, therefore packages are not static. The number of CYP supported is variable within a year and the choice of package can change from direct payments to domiciliary care within a year.

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5.4.9 Due to the use of assumption and averages a high tolerance of 80% has been applied to allow for any discrepancies. As a result CWD and finance believe that 20% of the savings within the model are achievable due to the following reasons:

- Historical discrepancies with the miscoding of provision within the financial system
- Historical discrepancies with the tracking of actual cost for individual CYP
- A proportion of the CYP cohort who are not recorded as receiving packages of care but their needs are such that this will be adhoc within the year
- The average hours per week/child is variable as needs of CYP are complex and not easy to predict
- The balance of standard/complex cases within the model is difficult to predict
- Many parents opt for direct payments to support with their CYP needs, however, in the absence of carers they know the use of contracted carers via domiciliary care is likely , in some cases both options are necessary
- Any increase in demand that the service may experience as a result of greater awareness.
- The need for legacy packages to remain in place (due to an assessed need) which may result in some packages remaining commissioned outside of the CPR and/or slow transition to providers on the CPR at the point of statutory review.

5.4.10 **As a result of the new model and taking into consideration the agreed tolerance the following savings could be achieved as a result of implementing the CPR:**

- **£225,000 per year**
- **£1m over the full duration of contract (4 years).**
- The savings are included within the CWD MTFS savings plan (Code: CFE SAV 04)

5.4.11 The opportunity to achieve savings will be further enhanced via the option of block purchasing as well as a potential option for the Council to request a price refresh:

- Block purchasing for standard packages of care may be required for community based activities. If this is required then a mini competition will take place via the CPR. Providers will be able to submit their best hourly rate, however, will not be able to exceed their tendered hourly rate. This may reduce hourly rates for a percentage of service users.
- The option for price refreshes/renegotiation to take place at the request of the Council will be further explored with legal prior to tender publication. For example if the Council commissions a number of single packages with the same provider then the Council will be able to exercise their right to renegotiate the hourly rates. This may further reduce the rates with the providers whom the Council has the highest individual spend. Should this be possible then this will be made clear within all tender documentation prior to publication.

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5.4.12 Efficiency savings are also expected through the establishment of the CPR, including:

- Enhanced value for money
- A more streamlined, standardised and efficient commissioning process.
- A reduction in the number of spot purchases made.
- Opportunities to address gaps in the market and improve the service offer.

5.5 Essential spend

5.5.1 The proposed spend meets the following S114 permissible criteria for new spend in accordance with S115(6A) of the Local Government Finance Act 1988:

- Improves the situation, & prevents it from getting worse by ensuring access to a statutory and supportive service that is vital for supporting families within Croydon, therefore;
- Expenditure required to deliver the council's provision of statutory services at a minimum possible level; which will replace the current spot purchasing culture with a proposed new cost effective commissioning model.

Approved by: Kate Bingham, (Interim) Head of Finance, Children, Families and Education. (Note: Kate Bingham in post at point of providing financial approval. Phillip Herd is now the Head of Finance, Children, Families and Education).

6. LEGAL CONSIDERATIONS

6.1 The Interim Director of Law and Governance comments that the services which are the subject of the report fall under the light touch regime (LTR) of the Public Contracts Regulations 2015 (PCR). Subject to certain mandatory requirements there is flexibility under the LTR to tailor the procurement process according to achieve desired outcomes.

Approved by Nigel Channer, Head of Commercial and Property Law on behalf of the Director of Law and Governance.

7. HUMAN RESOURCES IMPACT

7.1 This procurement exercise does not propose changes to service delivery beyond what is being undertaken although providers may have to adapt their delivery approach in order to achieve expected service outcomes.

7.2 The expectation is for the service to refer all future requests for care packages to providers who qualify to be appointed to the CPR.

7.3 As a London Living Wage borough, all applicable contracts will include the requirement to pay the London Living Wage. Living Wage will apply to contracts in other parts of the country.

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7.4 There will be no TUPE implications for Croydon through this procurement as domiciliary and personal care provision is currently procured through spot purchasing arrangements.

7.5 There will be no TUPE implications for existing providers through this procurement as domiciliary and personal care provision is currently procured through spot purchasing arrangements.

Approved by: Debbie Calliste, Head of HR for Children Families and Education on behalf of the Director of Human Resources

8. EQUALITIES IMPACT

8.1 An EQA has been completed and approved by the Equalities Manager (07/06/21).

8.2 The conclusion of the EQA is that our analysis demonstrates that the policy is robust. The evidence shows no potential for discrimination and we have taken all opportunities to advance equality and foster good relations, subject to continuing monitoring and review.

9. ENVIRONMENTAL IMPACT

9.1 There are no environmental sustainability impacts arising from this report.

10. CRIME AND DISORDER REDUCTION IMPACT

10.1 There are no crime and disorder impacts arising from this report.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

11.1 Approving the strategy in order to implement the Care Provider Panel will enable a structured, quality assured approach when commissioning domiciliary and personal care packages thus enabling the Council to fulfill its statutory duty.

11.2 Implementing the CPR will ensure that Croydon purchases in open and fair way as opposed to spot purchasing which is the method currently adopted. The reliance on spot purchasing will be significantly reduced which will provide Croydon with increased control and oversight of the market.

11.3 Implementing the CPR will ensure that the Council procures in line with PCR and therefore fulfills legislative requirements.

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- 11.4 The CPR will enable the Council to quickly and effectively commission from a pre-qualified list of providers, therefore, ensuring best quality and the best possible outcomes for our CYP and families.
- 11.5 The CPR will enable a standardised approach for contract management within the sector, ensuring best value for money and that the needs of Croydon are continuously met during the lifetime of the contract.
- 11.6 The Council's strategy is to move away from off contract spend to contract spend in order to assist with the management of costs. The CPR contributes to this strategy and will reduce the spot purchasing of packages of care.

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 **Do Nothing:** The Council currently spot purchases services which is not sustainable and does not reflect true value for money. Continuing with this approach should not be seen as an option. **Not recommended.**
- 12.2 **Implement a standard Framework Agreement:** A standard framework agreement does not allow for new providers to be admitted once established. The standard framework cannot be refreshed to ensure it continues to meet demand and attract the best providers throughout the life span of the framework. **Not recommended.**
- 12.3 **Implement a Dynamic Purchasing System (DPS):** The additional resources and costs required to implement and manage a DPS will not be a cost effective solution at this stage as packages are currently commissioned directly by the social worker. The implementation of a DPS will also likely have the biggest impact on current service established processes. **Not recommended.**
- 12.4 **Join the existing adults Dynamic Purchasing System (DPS):** Joining the current DPS as an additional lot was explored, however, this is not possible as the potential opportunity was not advertised within the original OJEU notice when that DPS was procured. Further discussions with the adults service also confirmed that there is different governance and legislative requirements that must be considered for adults which is not appropriate to children's commissioning. **Not recommended.**
- 12.5 **Implement an Approved Provider Panel (aka the CPR):** This is the recommended option as it provides the security of a traditional framework, however, will allow flexibility to refresh the list during the lifetime of the contract as well as amend requirements as necessary and admit/restrict providers as required. **Recommended.**

13. DATA PROTECTION IMPLICATIONS

- 13.1 **WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?**

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YES

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

YES*

*The DPIA is currently being considered by IMT & Legal. The service will ensure complete sign off prior to any publication of the tender.

CONTACT OFFICER: Matt Weeks, Lead Commissioner CFE
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APPENDICES TO THIS REPORT: None

BACKGROUND PAPERS: None

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