



**CABINET
AGENDA**
for the meeting
on
21 September 2022
at
6.30 pm

To: Croydon Cabinet Members:

Executive Mayor Jason Perry (Chair)
Councillor Jeet Bains
Councillor Jason Cummings
Councillor Maria Gatland
Councillor Lynne Hale (Deputy (Statutory) Executive Mayor and Vice-Chair)
Councillor Yvette Hopley
Councillor Ola Kolade
Councillor Scott Roche
Councillor Andy Stranack

Invited participants: All other Members of the Council

A meeting of the **CABINET** which you are hereby summoned to attend, will be held on **Wednesday, 14 September 2022 at 6.30 pm** in **Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**

STEPHEN LAWRENCE-ORUMWENSE
Monitoring Officer
London Borough of Croydon
Bernard Weatherill House
8 Mint Walk, Croydon CR0 1EA

Democratic Services
colin.sweeney@croydon.gov.uk
www.croydon.gov.uk/meetings
6 September 2022

Members of the public are welcome to attend this meeting. If you require any assistance, please contact officer as detailed above.

The meeting webcast can be viewed here: <http://www.croydon.public-i.tv/core/portal/home>

The agenda papers are available on the Council website
www.croydon.gov.uk/meetings

AGENDA – PART A

1. **Apologies for Absence**

To receive any apologies for absence from Members.

2. **Disclosure of Interests**

Members and co-opted Members of the Council are reminded that, in accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, they are required to consider **in advance of each meeting** whether they have a disclosable pecuniary interest (DPI), an other registrable interest (ORI) or a non-registrable interest (NRI) in relation to any matter on the agenda. If advice is needed, Members should contact the Monitoring Officer **in good time before the meeting**.

If any Member or co-opted Member of the Council identifies a DPI or ORI which they have not already registered on the Council's register of interests or which requires updating, they should complete the disclosure form which can be obtained from Democratic Services at any time, copies of which will be available at the meeting for return to the Monitoring Officer.

Members and co-opted Members are required to disclose any DPIs and ORIs at the meeting.

- Where the matter relates to a DPI they may not participate in any discussion or vote on the matter and must not stay in the meeting unless granted a dispensation.
- Where the matter relates to an ORI they may not vote on the matter unless granted a dispensation.
- Where a Member or co-opted Member has an NRI which directly relates to their financial interest or wellbeing, or that of a relative or close associate, they must disclose the interest at the meeting, may not take part in any discussion or vote on the matter and must not stay in the meeting unless granted a dispensation. Where a matter affects the NRI of a Member or co-opted Member, section 9 of Appendix B of the Code of Conduct sets out the test which must be applied by the Member to decide whether disclosure is required.

The Chair will invite Members to make their disclosure orally at the commencement of Agenda item 3, to be recorded in the minutes.

3. **Minutes of Previous Meetings** (Pages 9 - 52)

Cabinet is invited to approve as a correct record:

- (i) The following minutes of previous meetings:
 - a) 21 February 2022
 - b) 7 March 2022

c) 22 June 2022

And:

- (ii) The minutes of the last meeting of the Cabinet, held on 6 July 2022.

4. Urgent Business (If any)

To receive notice of any business not on the agenda which in the opinion of the Chair, by reason of special circumstances, be considered as a matter of urgency.

5. Scrutiny Stages 1 and 2 (Pages 53 - 94)

Stage 1

-

The Executive Mayor in Cabinet is asked to:

1. Receive the recommendations arising from the meetings of the Streets, Environment & Homes Sub-Committee held on 20 July 2022 and the meeting of the Scrutiny & Overview Committee held on 21 July 2022 (Appendix A).
2. To provide a substantive response to the recommendations (a Scrutiny Stage 2 Report) within two months (i.e. at the next available Cabinet meeting on 12 October 2022).

Stage 2

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

6. Tackling Violence against Women and Girls - Statement of Intent (Pages 95 - 104)

The Executive Mayor is invited to endorse the Tackling Violence against Women and Girls (VAWG): Statement of Intent.

7. Financial Performance Report - Month 4 (July 2022) (Pages 105 - 184)

This report provides the Council's annual forecast as at Month 4 (July 2022) for the Council's General Fund (GF), Housing Revenue Account (HRA) and the Capital Programme (CP). The report forms part of the Council's financial management process of publicly reporting financial performance against its budgets on a monthly basis. Reports for Month 2 and Month 3 are attached for information as this is the first Cabinet

meeting since the Month 1 position was reported as part of the Opening the Books Cabinet report in July.

8. Increase of Fees and Charges (Pages 185 - 234)

This report requests approval by Cabinet to changes in fees and charges that are made in respect of supplies and services supplied by the Council to the extent that these fall within the authority of the Executive to determine.

9. Croydon Partnership - Early Years' Strategy (Pages 235 - 338)

This report presents the final draft of Croydon's Partnership Early Years Strategy.

The draft Strategy sets out Croydon's vision for Early Years, the priorities, the principles, and the outcomes we want to achieve for children from before they are born up to the age 5 at the end of the foundation stage, and their families.

10. Adult Social Care Reform (Pages 339 - 354)

This report summarises the recommendations of the Government's Adult Social Care White Paper, 'People at the Heart of Care', which was published in December 2021. It identifies opportunities and challenges which will be faced by Croydon Council from the White Paper and makes recommendations on implementation.

11. Corporate Departmental Priorities - Final Report (Pages 355 - 370)

This is the final report, to be presented to Cabinet, reviewing performance against the priorities set prior to the election of the Executive Mayor. This report will be replaced with a new performance report which will monitor progress against the Mayor's new Corporate Plan.

12. Temporary Workers' Staffing Contract (Pages 371 - 380)

This report seeks approval to award a replacement contract for the supply of temporary workers to enable the delivery of council services.

13. 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 they involve the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A, as amended, of the Local Government Act 1972."

PART B AGENDA

- 14. Temporary Workers' Contract (Pages 381 - 386)**

This page is intentionally left blank

Cabinet

Meeting held on Monday, 21 February 2022 at 6.30 pm in Council Chamber, Town Hall, Katharine Street, CR0 1NX. To view the meeting webcast, please go to <https://newcitizen.civico.net/croydon/14496-Cabinet>

MINUTES

Present: Councillors Hamida Ali, Stuart King, Muhammad Ali, Janet Campbell, Alisa Flemming, Patricia Hay-Justice, Oliver Lewis, Manju Shahul-Hameed, Callton Young, Leila Ben-Hassel, Patsy Cummings, Nina Degrad, Bernadette Khan, David Wood and Louisa Woodley

Also Present: Councillors Jason Perry, Jeet Bains, Jason Cummings, Maria Gatland, Lynne Hale, Yvette Hopley, Ola Kolade, Scott Roche, Andy Stranack, Sean Fitzsimons, Robert Ward, Pat Clouder, Clive Fraser and Mario Creatura.

Officers: Katherine Kerswell (Chief Executive)
Richard Ennis (Officer)
Sarah Hayward (Interim Corporate Director Sustainable Communities, Regeneration & Economic Recovery)
John Jones (Interim Monitoring Officer)
Elaine Jackson (Interim Assistant Chief Executive)
Debbie Jones (Interim Corporate Director Children, Young People & Education)
Annette McPartland (Interim Corporate Director Adult Social Care & Health)
David Padfield (Interim Corporate Director Housing)
Peter Mitchell (Interim Director of Commercial Investment)
David Courcoux
Stephen Rowan

PART A

31/22 **Apologies for Absence**

Cllr Hamida Ali (Chair) welcomed colleagues to the meeting and introductions were made. The Chair outlined housekeeping arrangements during the tenure of the meeting.

She thanked Council and emergency services teams for their work in dealing with the effects of the recent storm in the borough.

There were no apologies for this meeting.

32/22

Disclosure of Interests

There were no disclosures of interest made at the meeting.

33/22

Urgent Business (If any)

There were no items of urgent business.

34/22

Accommodating Asylum Seekers in Croydon

Cllr Hamida Ali (Chair) reminded colleagues of the work of the Borough in welcoming asylum seekers in the past and referred to the financial demands around the growing population of refugees. Members noted 900 currently temporarily housed in 5 hotels in Croydon. There is no funding provided to the Council for this, despite responsibility for a number of duties. The Chair referred to concerns raised with the Home Office and spoke about previously raised issues.

Cllr Ali outlined the paper and invited guest speakers Reverend Linda Fox (West Croydon Baptist Church) and Adam Yesir (Co-Chair, Croydon Refugees and New Communities Forum) to introduce the report.

Mr Yesir provided colleagues with a summary on the scope and work of his role and the forum's interaction between young unaccompanied asylum seekers and community organisations. Mr Yesir spoke about current arrangements with hotels in the borough which accommodated them and informed members that there were no overall issues for the majority. He referred however, to the Crystal Palace hotel which was overcrowded and held many who were suffering from mental health problems and other vulnerabilities. There were concerns that financial gain was a priority for the hotel and Mr Yesir said that he felt intervention was needed by the council. Engagement between the Forum and the Council was good, but he referred to failures by the Home Office to be involved after placement of unaccompanied Asylum Seekers.

The Chair welcomed Reverend Fox who outlined her work around volunteering at the Croydon Refugee Day Centre.

The speaker referred to the work of the Family Education Project and reminded colleagues of the intolerable situation for those children who are remaining in hotels. There were many problems, in particular around schooling and difficulties in obtaining funding for uniforms, school meals, travel and provision of sportswear, amongst others. Delays due to the pandemic have made the situation worse but the Reverend asked members to note the incredible willingness of volunteers in trying to help.

Cabinet colleagues welcomed the report and acknowledged achievements made. Cllr Ali expressed appreciation for the clarity and humanisation of the refugees' situation and the work of the speakers' organisations and also that of council colleagues.

Members were invited to comment and made several points:

- The experiences of families are so important and feedback from the speakers is most welcome.
- Croydon Council is adamant of their role in holding the Home Office to account and are putting pressure on to deal with public and safeguarding issues and to find viable plans for dispersal.
- It is recognised that more needs to be done to ensure that the quality of provision of forward accommodation is appropriate and acceptable.
- There are frustrations that there is a £9k shortfall for each care-leaver in Croydon which is an additional strain on local services and resources.
- Funding gaps will continue to put pressure on the council and National Govt need to commit to provide financial support to relieve that burden. These concerns must be highlighted to the Minister.
- Croydon is funding a national issue at a local level, and this is not sustainable. A co-ordinated approach is vital to approaching Govt for additional support.
- As a Cabinet, are we assured that issues are being raised by the Director of Public Health and that the statutory powers are being exercised?

Members were assured that the Council is very clear about their statutory responsibilities and in relation to the asylum community, special safeguarding communication is in place to ensure clarity around responding to their needs - and ensuring that statutory powers are used.

- Is the Council factoring in these costs - some of them for basic needs – in its projections when approaching govt for more money?

There is recognition that costs will change and £2.35million was secured for this financial year. Pressure remains around future costs, but council colleagues are constantly reviewing individual cases - particularly for those ineligible for grant funding - and will continue to raise this with the Government.

The Chair thanked the speakers for their valuable testimonies and asked Cabinet colleagues to agree the recommendations.

The recommendations were agreed.

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

RESOLVED: To

1. Note the rapid increase in asylum seekers placed by the Home Office in the borough in recent months with the resulting pressure on council and NHS services and the estimated financial impact for the council.
2. Note the forecast budget pressures for 2021-24 due to the disproportionate number of asylum-seeking children and young people the council continues to care for.
3. Note the serious concerns on the reported shortcomings in health protection and environmental health in the hotels in Croydon, which are being used as medium-term accommodation for families and individuals in premises that were not designed as accommodation for so many people for such long periods of time.
4. Note that the Leader and Cabinet Member for Children, Young People and Learning have written to the Secretary of State to raise serious concerns about the funding arrangements for unaccompanied asylum-seeking children and young people alongside the rapidly increased number of asylum seekers placed in the borough.

35/22

Period 9 Financial Performance Report

The Chair invited Richard Ellis, interim Director of Corporate Resources to introduce the report.

Mr Ellis outlined the current key financial position which shows:

- Forecast of an underspend of £1.814million - moving favourably from last month.
- Overspend by the HRA of £1.725million.
- Calculable expenditure to date against the general fund budget of £191million is £51million.
- HRA forecast is an underspend of £113million.
- Delivery of the outturn of the budget for 2022/23 is expected.

Mr Ellis referred to impending confirmation from the Minister on the capitalisation direction and stated that there is nothing to suggest this will not happen. Members noted movement in some of the numbers seen – largely to repair costs - that need tighter control.

Cllr King reminded colleagues of the budget previously set and reports regularly submitted to compare progress. The final quarter indicates that

the council is moving favourably with an underspend of nearly £2million. He outlined details of other departmental spending and acknowledged the work of the council in endeavouring to fix its spending whilst providing essential services to its residents.

Members noted challenges around making decisions on how money is spent, with the priority being to drive costs down whilst providing a more efficient, improved service. This was in contrast to how management of the council's budget had been dealt with previously.

Concerns were raised however, around staff vacancies and intended savings in procurement costs. It was important to not lose sight of possible risks and to ensure that the organisation is adequately equipped with the staffing resources it needs to provide frontline services.

In the following discussion, several comments were made, including:

- More robust action and work has come around because of the due diligence of this administration, and residents recognise that improvement is happening.
- Officers are working through repairs and a favourable change around the HRA overspend is expected in the next period.
- The collective endeavour between Cabinet members and officers to work together to improve the budget performance was acknowledged.
- Members welcomed the improved position - however it is worth remembering that the budget is supported by additional funding.
- There were concerns around section 5.3 and the impact on the HRA budget and members asked for clarification on what is expected.

Officers said that further work is ongoing to look at the actual level of claims and members noted that the level of disrepair is a universal issue which demonstrates the lack of social housing investment from the government.

Cllr King responded to comments raised and asked colleagues to note difficulties in making judgements upon spending forecasts until this time.

Members were concerned about additional costs referred to on page 55 of the agenda - Capital Programme Month 9, appendix 2 - regarding brick-by-brick Fairfield and a fixtures and fittings at Fairfield Halls at a cost of £4.5million in total. Greater clarification of what is entailed within these costs was provided by officers.

Additional comments were made around the new parking model indicated within Section 3.6 and members were assured that work around this would lead to a more robust model to enable greater mitigation of risks.

Members agreed the recommendations.

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 favorable movement of £0.565m from Month 8. Service directorates are indicating a net £1.236m overspend (Month 8 £2.203m) but this is projected to be netted off against £3.050m underspend within the corporate budget.
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.
3. Note the Housing Revenue Account (HRA) is projecting a £1.725m (Month 8 £1.634m) overspend for 2021/22. If no further mitigations are found to reduce this overspend the HRA will need to drawdown reserves from HRA balances. There are sufficient balances to cover this expenditure.
4. Note the capital spend to date for the General Fund of £51.394m (against a budget of £190.581m) and for the HRA of £10.147m (against a budget of £183.209m), with a projected forecast variance of £60.101m on the General Fund against budget and £113.039m forecast variance against budget for the Housing Revenue Account.
5. Note, the above figures are predicated on forecasts from Month 9 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.
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 and Social Care Placement Panels remain. Restrictions have been lifted for ring-fenced accounts such as the Pension Fund, Housing Revenue Account and Coroner's Expenditure as these are directly outside of the General Fund's control. The Spending Control Panel which was set up at the beginning of November 2020 continues to meet on a twice daily basis.

7. Note that, Croydon Borough has taken on c1000 asylum seekers who have been placed in eight hotels by the Home Office without consultation with the Council. The hotel costs are funded by the Home Office, however the Council is be responsible for further ancillary services particularly around safeguarding, public health, children & youth provision and broader community support. These additional costs, which are currently being calculated have been flagged within the unquantified risks section of this report and could clearly result in further financial pressures for the Council.

36/22

Delivering the Croydon Growth Zone

Members received an introduction and presentation on the report from Cllr Oliver Lewis.

Cllr Lewis informed colleagues that the report seeks approval for £4million to be the Growth Zone 22/23 programme and it was noted that the whole year budget will be £5.7million, with a supplement of £1.7million forecast which had slipped from 21/22. Members noted the funding streams for each Subgroup with a breakdown of each project and that 2023 spend would be dependent upon investment by and support from various organisations including TfL and the GLA and other partners. Community organisations will also provide cultural activities through the grant funds and a paper will be brought to Cabinet in the near future about Croydon's anticipated participation as the Borough of Culture.

The Chair acknowledged the importance of investing and supporting the borough and invited comments. These included:

- Members highlighted the link between this and the work of TfL to bring a good experience of public transport to Londoners and the carbon neutral action plan.
- They are very supportive of taking forward bus priority programmes through growth zone funding but would like assurance that, should TfL not be a funding provider in the future, Croydon would be able to fill the gap.
- As a hub for all Londoners, Croydon must be accessible for all and for all forms of transport and therefore should be able to make funding decisions to support its own local economy.
- Concerns were raised about lack of support from government for TfL and the issues it faces.
- The report was welcomed by colleagues, in particular the focus given to disability access, and they asked for assurance that this will continue going forward.

Members agreed the recommendations.

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

RESOLVED: To

1. Approve a £4m budget for the 'Delivering the Growth Zone' programme 2022/23;
2. Note the indicative amended funding profile for Growth Zone Sub Groups as detailed in section 6 of this report, including the forecast budget slippage from 2021/22; and,
3. Subject to the requirement to comply with the provisions of Part 4G of the Constitution in taking delegated decisions, and the parameters previously approved in the March 2021 Cabinet report 'Delivering the Growth Zone' delegate to the Corporate Director of Sustainable Communities, Regeneration & Economic Recovery in consultation with the Chief Finance Officer (Section 151), the Cabinet Member for Renewal and Cabinet Member of Culture and Regenerations authority to make necessary changes to the funding assigned to Sub Groups as outlined in Table 1 Section 6.

37/22

Investing in our Borough

Members recognised the work done by Cllr Young in order to provide informed recommendations and the Leader of the Council reminded colleagues of the decisions required:

- 1.1 The Cabinet is requested to note:
 - 1.1.1 The request for approval of the strategy for Arboricultural Services as set out in agenda item 7a and section 5.1.1.
 - 1.1.2 The request for approval of the award for Corporate Cleaning and Security Services as set out in agenda item 7b and section 5.1.1.
 - 1.1.3 Contract award decisions to be made between £500,000 and £5,000,000 by the nominated Cabinet Member or, where the nominated Cabinet Member is in consultation with the Leader as set out in section 5.3.1.
 - 1.1.4 Delegated award decisions made by the Director of Commercial Investment since the last meeting of Cabinet, as set out in section 5.4.1
 - 1.1.5 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 5.5.1.

a Arboricultural Services

Cabinet members received a summary of the report from Cllr Young and were asked to note two additional contract extensions awarded under delegation for:

1. Corporate Property and Terrorism Insurance and
2. High volume print and mail services.

In addition, two contracts have been awarded by the borough for commercial investment for 1. Croydon Best Start and 2. Early Years Family Healthy Behaviour Service. Members noted that a new contract now needs to be procured for arboricultural services.

Cllr Muhammad Ali took the opportunity to add that the current arrangements are to be extended but that the new procurement strategy under the public contract regulations recommends looking for a new contract.

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

RESOLVED: To

1. Approve in accordance with Regulation 30.3 of the Council's Contracts and Tenders Regulations, the extension by way of variation of the contract for Specialist Arboricultural works with City Suburban Tree Surgeons Limited for a period of 9 months from 1st January 2022 to 30th September 2022 at a maximum value of £300,000, with an optional 3 month extension, up until 31st December 2022 at a maximum value of £400,000 (maximum contract value, including this proposed extension will be £9,621,396).
2. Approve the procurement strategy detailed in this report for a single contractor to deliver Arboriculture Services, to go to PCR Open Tender procedure for a proposed contract term of 5 years with an estimated value of £3,750,000 with an option to extend 1 or more times up to a maximum of 5 years with an estimated contract value of £7,500,000.
3. Note that the Director of Commissioning and procurement has approved the waiver listed below under Regulation 19 of the Council's Tender and Contract regulations:
 - a. To deviate from the evaluation ratios of 60% Quality and 40% Price under Regulation 22.4 to 60% Price and 40%

Quality to apply a stronger emphasis on price for the reasons set out in paragraph 3.15.

b Corporate Cleaning and Security Services Contract

Cllr Young moved onto this item and asked members to approve the award of two long-term contracts for an initial period of 4 years, with a possible extension of up to 2 years.

Cllr Hay-Justice reminded colleagues of previous arrangements and improvement to efficiencies and better governance by taking this approach.

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

RESOLVED:

1. To approve the award of a contract for the provision of corporate cleaning services (Lot 1) for an initial period of 4 years, with an option to extend for up to two periods of twelve months each, up to a maximum contact term of 6 years, to bidder A (named in the Part B report) and for the contract value stated in the Part B report.
2. To approve the award of a contract for the provision of corporate security services (Lot 2) for an initial period of 4 years, with an option to extend for up to two periods of twelve months each, up to a maximum contact term of 6 years, to bidder G (named in the Part B report) and for the contract value stated in the Part B report.
3. To note the names of awarded providers will be released following the award decision.

c Asset Disposal Strategy

Cllr Young invited colleagues to approve the proposal to dispose of the Gold Crest Youth Centre and the former Buffer Bear nursery site. Members noted the reasons behind these strategies for disposal.

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

RESOLVED: To

1. Approve the disposal of the former Goldcrest Youth Centre.
2. Approve the disposal of the former Buffer Bear Nursery site.
3. Approval to a downward price variation of up to a maximum of 10% for each disposal without having to refer the matter back to Cabinet to allow for some minor value changes during the disposal process

as further due diligence is undertaken. Any variation in price would be subject to approval of the Interim Corporate Director Resources and s151 Officer.

38/22

Exclusion of the Press and Public

This was not required.

The meeting ended at 8.21 pm

This page is intentionally left blank

Cabinet

Meeting of Meeting held on Monday, 7 March 2022 at 2.00 pm in Council Chamber, Town Hall, Katharine Street, CR0 1NX. To view the meeting webcast, please go to <https://newcitizen.civico.net/croydon/14946-Cabinet>

MINUTES

Present: Councillor Hamida Ali, Stuart King, Muhammad Ali, Janet Campbell, Alisa Flemming, Patricia Hay-Justice, Oliver Lewis, Manju Shahul-Hameed and Callton Young, Bernadette Khan, Leila Ben-Hassel, Patsy Cummings, Nina Degrad, David Wood and Louisa Woodley

Also Present: Councillors Jason Perry, Jeet Bains, Jason Cummings, Maria Gatland, Lynne Hale, Yvette Hopley, Ola Kolade, Scott Roche, Andy Stranack, Sean Fitzsimons, Robert Ward, Pat Clouder, Clive Fraser and Mario Creatura.

Officers: Katherine Kerswell (Chief Executive)
Richard Ennis (Officer)
Sarah Hayward (Interim Corporate Director Sustainable Communities, Regeneration & Economic Recovery)
John Jones (Interim Monitoring Officer)
Elaine Jackson (Interim Assistant Chief Executive)
Debbie Jones (Interim Corporate Director Children, Young People & Education)
Annette McPartland (Interim Corporate Director Adult Social Care & Health)
David Padfield (Interim Corporate Director Housing)
Peter Mitchell (Interim Director of Commercial Investment)
David Courcoux
Stephen Rowan

PART A

42/22

Apologies for Absence

Cllr Hamida Ali (Chair) welcomed colleagues to the meeting and invited introductions from members of Cabinet.

There were no apoloies for absence received from Members.

The Chair took the opportunity to raise the sad situation in the Ukraine and expressed Council and community support for those affected, with Croydon Council already in receipt of vast donations to be shipped to Poland to assist the refugees.

43/22

Disclosure of Interests

There were no disclosures of interest made by Members at the meeting.

44/22

Urgent Business (If any)

There were no items of urgent business.

45/22
2024/25

General Fund and Housing Revenue Account Budget 2022/23-

Cllr Ali reminded colleagues of previous discussion around the capitalisation direction following the Period 9 report. Members were notified that confirmation of £25million support had now been received from the Minister of State. The Chair expressed the positive shift and extensive work of the council to be in a far more sustainable position.

Cllr Ali took the opportunity to formally welcome new Corporate Director for Resources, Jane West, and thanked colleagues, Chris Boss and Richard Ennis for their contribution to the current budget setting. Members noted challenges ahead, including the proposal for savings of £55million but were encouraged at the shift in the council's capacity to engage and meet these commitments.

Jane West was invited to introduce the report. Members received an outline of the content of the papers and made several key points, including:

- She acknowledged uncertainty at the current time due to events and funding from government and therefore preparation for any eventuality is key going forward.
- The position for councils around Adult Social Care Funding is still unclear.
- Croydon has local challenges including finalisation of 2020/21 accounts which need to be addressed.
- The budget has built in realistic markers against pressures.
- Members were being asked to agree the raise in Council Tax of 1.99% with an additional 1% for Adult Social Care, the maximum amount permissible under referendum rules.
- The budget will need to be actively managed throughout the year.
- The budget is on track for a small underspend at the end of the year.
- Reserve levels will need to be assessed every year.
- Good progress has been made but more is needed and will be achievable with this budget as a roadmap for the way ahead.

Ms West informed Cabinet that she concurred with previous officers' conclusions on the robustness of the Council's budget estimates, under Section 25 of the Local Government Act, 1993, and that the recommendations should be agreed.

Cllr King thanked Ms West for her contribution and reminded colleagues of previous budget forecasts, the purpose of the budget strategy and the work achieved in aiming to fix the council's finances and to ensure that it continues to serve its residents. Members recognised the council's commitment to improve its position and were pleased to hear about reinvestment in services now possible because of the sound management of managing its finances.

Members noted the highest amount of reserves in recent history and new earmarked reserves to protect the budget. A reduction in borrowing has also been achieved and Cllr King said that this has been done, despite cuts in funding and inflation bills.

In conclusion, Cllr King reminded colleagues that exploration and mitigation of risks are considered, He asked for clarity on the level of short-term debt and reassurance that inflation will be dealt with robustly, with the council's contractors absorbing the costs.

Ms West responded to the comments made and agreed that priorities would include management of risk, allowing a greater preparation for uncertainties. She confirmed that any contracts will require re-negotiation with respect to inflationary costs.

Members were invited to comment and said that they were concerned about the rate of interest on short-term borrowing. They felt that now would be the time to confirm longer-term lending on fixed rates.

Members heard from relevant officers, who reminded them of challenges around previous budgeting, recruitment and impacts of both the pandemic, and the war in Ukraine. They were asked to be mindful of inflation risks around Child and Adult Services.

Ms West continued to discuss priorities and conditions noted within the capitalisation direction and that focus will be on getting capital receipts in, selling assets in order to meet this. Members received an update on the current position.

The Chair asked for clarification on work underway to resolve risks under Section 114. Members were assured of confidence that the council would be able to reach a satisfactory conclusion with the auditors and that options were noted within the report, should the unlikely event occur that the amount needed to be spread over 40 years.

Members acknowledged the work involved but were concerned about the resilience of the budget now with global and regional events, and the possible impact on councils in general. Officers confirmed that they would be speaking with the Local Government Association on horizon planning and mitigating future challenges, all of which are currently unknown. Ms West referred to the Spending Control Panel and assured colleagues that conversations to determine budget positions will be regularly held and reported back to Cabinet. It was hoped that the general earmarked

reserves will help cushion eventualities, although there cannot be certainty at this time and effects will be global, not just local.

Members shared achievements delivered in the general fund, including assisting the homeless, support of individuals in temporary accommodation and allocation of over 6000 individuals on the housing register. Commissioning of a new IT system has taken place to allow for much greater efficiencies, however, there were concerns about most vulnerable residents in line with rising costs and the Housing Revenue Plan.

Colleagues heard from Cllr Sean Fitzsimons on the work of the Scrutiny Overview Committee and its consideration on the sustainability of proposals. The slight underspend of the 2021/22 budget had been welcomed and members noted that risks could be managed, provided that mitigation was in place.

Overall, members had agreed that interest rates and inflation was a concern and the Committee's had recommended a hedging strategy be set in place. Members requested that Cabinet keep the Committee informed, with early engagement on the budget setting process and scrutiny of challenges.

Cllr Fitzsimons confirmed, overall, that the Scrutiny Overview Committee supported the budget strategy and recommendations within the report and had asked for collaborative and early engagement on the budget setting progress to continue.

Colleagues acknowledged the work of the LGA and officers in helping the council demonstrate that they are meeting the needs of their residents and supporting the most vulnerable, including unaccompanied asylum-seeking children, despite the disproportional allocation to Croydon. Pressures remained for those in the care-leaving system and government colleagues need to acknowledge these.

Inflationary costs were discussed further, and members again highlighted the assumption that contractors will absorb the costs and the need for discussions and negotiation with supply chains. Colleagues asked about resident engagement and were updated on meetings with the business community and consultations run by the Communications Team to ascertain residents' opinion on the budget setting process.

As an additional point and in terms of governance, members were reminded that there is a legal requirement for transformation projects to be approved by full council. Colleagues welcomed the suggestion that reports come back to Cabinet to note what is finally approved.

Colleagues spent some time deliberating the letter from the Minister of State and its implications.

The Chair acknowledged the challenges and the work involved in committing to the budget and echoed the thanks of Cabinet members to officers.

As a result of earlier discussion, Cllr Ali suggested that she take forward the suggestion to write to the Local Government Association to ask how they are advocating for the sector to government around cost pressures as a result of global events. Members agreed.

Members agreed the recommendations.

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

That Cabinet be recommended to approve and to recommend the following to Full Council for its consideration and approval at its meeting on 7th March 2022:

1. The General Fund revenue budget for 2022/23 as set out in appendices A to D.
2. The Council's request for a capitalisation direction from the Department of Levelling Up, Housing and Communities [DLUHC] of up to £50m for 2021/22 and up to £25m for 2022/23 as set out in paragraph 9.26
3. 1.99% increase for Croydon Services in 2022/23 (in line with government's core spending power assumptions) as detailed in Section 10 and Appendix E
4. A 1.00% increase in 2022/23 for the Adult Social Care Precept (in line with government's core spending power assumptions) as detailed in Section 10 and Appendix E
5. To note the draft Greater London Authority precept on the Collection Fund and increase of 8.8% as set out in Appendix F
6. With reference to the principles for 2022/23 determined by the Secretary of State under Section 52ZC (1) of the Local Government Finance Act 1992 (as amended) confirm that in accordance with Section 52ZB (1) the Council Tax and GLA precept referred to above are not excessive in terms of the most recently issued principles and as such to note that no referendum is required. This is detailed further in section 10 of this report.
7. The calculation of budget requirement and council tax as set out in Appendix E and F including the GLA increase will result in a total increase of 4.11% in the overall council tax bill for Croydon.

8. The revenue budget assumptions as detailed in this report and the associated appendices
9. The detailed programme of revenue savings, income and growth items, by directorate, as set out in Appendix B
10. That based on the advice of the Pension Fund Actuary and the Fund's independent investment advisors (as provided to the Pension Committee), and upon the wording of the Hymans Robertson recently issued Draft Rates and Adjustments Certificate, the Council agrees not to progress plans to transfer properties to the Pension Fund (as detailed in Section 12).
11. The Council's 2022/23 HRA revenue budget as set out in Section 15
12. The amendment to the previously approved General Fund capital budget to reflect the change in requested transformation funding requests (to be financed by the use of flexible capital receipts) as detailed in section 16.
13. The list of individual transformation projects as detailed in Section 16
14. In relation to the Facility Agreement with Brick By Brick Croydon Ltd:
 - i. Approve variations to the Facility Agreement to:
 - a. change the repayment structure to allow flexibility in the way the Council can apply repayments, as explained in section 9; and
 - b. reflect the inclusion of £1.379m of outstanding liabilities post the Fairfield Halls expenditure review.
 - ii. Approve that the Section 151 Officer shall be authorised to finalise the varied terms thereof and make decisions in respect of the loan repayment application (in consultation with the Brick By Brick Shareholder Cabinet Advisory Board).
 - iii. Note that these changes shall be reported to Cabinet as part of the next Brick By Brick quarterly update in addition to briefings to the Brick By Brick Shareholder Cabinet Advisory Board
15. In exercising its functions including in making decisions on the setting of the 2022/23 budget and proposed changes, due regard is to be had to the public sector equalities duties as detailed in Section 20.
16. That in setting the Budget and Council Tax members must have regard to the Section 151 Officer's statutory report under Section 25 of the Local Government Act 2003 on the robustness of the estimates made for the purposes of the Council Tax calculations and

the adequacy of the proposed financial reserves as set out in Section 11, and in particular the risks relating to the accounting treatment of Croydon Affordable Homes and Croydon Affordable Tenures leases.

17. Consider the comments and recommendations from the budget engagement with local residents, businesses and representatives of non-domestic rate payers as set out in Appendix I
18. Note the planned contribution to reserves set out in Section 11 of this report which will be confirmed subject to the final 2021/22 outturn and reported to Cabinet as part of the Outturn report in July 2022.
19. In respect of the Council's public sector equalities duties, where the setting of the capital, revenue and HRA budget result in new policies or policy change the relevant service department will carry out an equality impact assessment to secure delivery of that duty including such consultation as may be required.
20. The recommendations and comments of the Scrutiny and Overview Committee and the General Purposes and Audit Committee as will be communicated as draft minutes or verbally reported to this meeting.

That Cabinet note:

21. The NHS contribution to deliver social care services as set out in section 13 and request officers to continue to negotiate with the NHS for their remaining contribution to the service or bring forward alternative council led service redesign proposals to reduce costs in this service area
22. That officers shall report back in July 2022 with a further update on the NHS funding position and preparations on integrated care services.
23. That officers shall report back to the March Cabinet on the detailed fee increases in respect of General Fund as appropriate to Cabinet services, as required.
24. The ongoing work around seeking improved funding to deal with the continuing issue of unaccompanied asylum seeker children [UASC] as detailed in paragraph 9.7.
25. That a report be presented to Members in July at the latest to update on progress to resolve the accounting issues in relation to Croydon Affordable Homes and Croydon Affordable Tenures as set out in Section 13 and Appendix H.

26. To note the letter from the Minister of State to the Leader of the Council with regard to the capitalisation direction as set out in Appendix J.

46/22

Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2022/23

The Chair invited Cllr Stuart King to speak to the item and members received a summary of the treasury management objectives of the council for the forthcoming year.

Members noted significant changes to the capital programme and by putting affordability first in the council's approach to borrowing. Further detailed work and reviews will be available, and Cllr King asked Cabinet to approve the recommendations set out within the report.

Cabinet members highlighted issues around operational boundaries and the authorized limit and referred to confusion around continued rising external debt. Officers responded to these concerns, stating that there were limits as to when these were up for renewal and the intention is to bring down borrowing in the long term, but for now, is considered affordable.

Members agreed the recommendations.

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

The Cabinet is asked to recommend to Full Council that it approves:

- 1.1. The Treasury Management Strategy Statement 2022/23 as set out in this report including the recommendations:
 - 1.1.1. That the Council takes up borrowing requirements as set out in paragraph 4.15.
 - 1.1.2. That for the reasons detailed in paragraph 4.21, opportunities for debt rescheduling are reviewed throughout the year by the Corporate Director Resources (Section 151 Officer) and that he be given delegated authority, in consultation with the relevant member/s of the Executive carrying portfolio responsibilities which cover those currently performed by the Cabinet Member for Resources & Financial Governance and Cabinet Member for Croydon Renewal in relation to Treasury Management in conjunction with the Council's independent treasury advisers, to undertake such rescheduling only if revenue savings or additional cost avoidance can be achieved at minimal risk in line with organisational considerations and with regard to the

Housing Revenue Account (HRA) as set out in the Council's Medium Term Financial Strategy 2022/23 to 2024/25.

1.1.3. That delegated authority be given to the Corporate Director Resources (Section 151 Officer), in consultation with the relevant member/s of the Executive carrying portfolio responsibilities which cover those currently performed by the Cabinet Member for Resources & Financial Governance and Cabinet Member for Croydon Renewal in relation to Treasury Management, to make any necessary decisions to protect the Council's financial position in light of market changes or investment risk exposure.

1.2. That the Council adopts the Annual Investment Strategy as set out in paragraphs 4.23 and 4.24 of this report.

1.3. That the Authorised Limit (required by Section 3 of the Local Government Act 2003) as set out in paragraph 4.16 be as follows:

2022/23	2023/24	2024/25
£1,674.624m	£1,677.024m	£1,687.824m

1.4. That the Council approve the Prudential Indicators as set out in Appendix D of this report.

1.5. That the Annual Minimum Revenue Provision Policy Statement (required by the Local Authorities (Capital Financing and Accounting) (England) (Amendment) Regulations 2008SI 2008/414) as set out in Appendix E of this report be approved.

1.6. That the Council's authorised counterparty lending list criteria as advised within 4.24 and updated from time to time in line with Link Group recommendations, be approved.

1.7. That in the event of the Council receiving a Capitalisation Direction that requires amendments to any part of the statements, strategies or policies contained in this report that the Corporate Director Resources (Section 151 Officer) be authorized to implement those changes and to report them to the next meetings of the Executive and Council.

1.8. The Capital Strategy Statement as provided within Appendix A and further detailed within Section 3 of this Report and have regard to the Capital Programme presented within the General Fund & Housing Revenue Account Budget 2022/23 to 2024/25 report which together comprise the Council's Capital Strategy.

47/22

Exclusion of the Press and Public

This was not required.

The meeting ended at 3:57pm

Minutes of the **Meeting** of the **Cabinet**, held on Wednesday, 22 June 2022 at 6.30 pm in Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX

Present: Executive Mayor Jason Perry (Chair); Deputy (Statutory) Executive Mayor Councillor Lynne Hale and Councillors Jeet Bains, Jason Cummings, Maria Gatland, Yvette Hopley, Ola Kolade, Scott Roche and Andy Stranack.

Also Present: Councillors Mike Bonello, Simon Brew, Janet Campbell, Richard Chatterjee, Chris Clark, Mario Creatura, Rowenna Davis, Nina Degrads, Brigitte Graham, Stuart King, Enid Mollyneaux, Tony Pearson, Reshekaron, Stewart and Callton Young OBE.

Apologies: There were no apologies for absence received from Members.

PART A

24/22 Minutes of Previous Meetings

RESOLVED that the Minutes of the Meetings of Cabinet, held on 24 January 2022, 7 February 2022 and 21 March 2022 be approved as a correct record and signed by the Executive Mayor as an accurate record.

25/22 Disclosure of Interests

There were no disclosures of interests received from Members.

26/22 Urgent Business (If any)

There were no formal items of urgent business, however, at this point in the meeting, the Executive Mayor made the following announcement:

The Executive Mayor advised Members that there had been three stabbings late last evening in Thornton Heath, New Addington and London Road and, additionally, a tragic murder of an 89-year-old resident, also in Thornton Heath.

He said that it had been a difficult couple of days for the Borough and went on to say that the Council had been working closely with the Police throughout last night and today to support police investigations, including the provision of CCTV evidence, where this was available. The Executive Mayor confirmed that there would be additional police patrols within the areas to offer support to local residents and families of the victims. He said that the Council's thoughts were with everyone involved in these incidents and urged anyone who had any information to contact the Police.

The Executive Mayor of Croydon's Priorities

Cabinet considered a report, which summarised the commitments the Executive Mayor of Croydon had made during the recent mayoral election campaign. The report also set out the work carried out so far to assess the implications of each in order to prepare a four-year implementation programme.

It was reported that the Council's strategic objectives and plan would be developed and would detail the Council's actions to deliver the priorities and the outcomes that would be achieved.

It was noted that the plan for 2022-2026 would be presented at a future meeting of the Cabinet.

The Executive Mayor said that he was very pleased to have brought this report forward as a result of the recent election campaign in May and was, essentially, the manifesto that was put forward in the run-up to that election, at which, Croydon residents had voted for change and these priorities were, he said, being brought forward to deliver that change and to rebuild residents' pride in the Borough.

He said the Council would once again make Croydon a borough that listened to its residents and would instil a new culture within the Council both from Members across the Chamber in better working together and, as an organisation, the Council would respect its residents and listen to their needs.

The Executive Mayor highlighted his priorities and invited Cabinet Members to speak on these as they related to their respective portfolios.

The Executive Mayor then invited Councillor King, Leader of the Opposition, to respond.

Councillor King asked how much needed to be saved from current budgets to fund the Executive Mayor's priorities.

In response, the Executive Mayor said that most of what his Administration planned to achieve would be met from within existing budgets, with the exception of Purley Pool, which had been brought forward as an item to a previous meeting of the Council in March 2022, which would be funded from the CIL (Community Infrastructure Levy), which had been voted down that time by the Council but wherever possible would contain costs within existing budgets.

The Executive Mayor, in Cabinet:

RESOLVED that:

1. the summary of the Executive Mayor's priorities and manifesto commitments and the work to date to map these against current Council activity, be noted;
2. the Council's strategic objectives and plan, which would be developed to set out how manifesto commitments would be delivered over the next four years and brought back to a future meeting of the Cabinet for agreement, be noted; and
3. any additional costs in 2022/23 of the Council's strategic objectives and plan would be funded from existing budgets, be noted and that future year costs would be built into the reports on the proposed Budget 2023/24 and Medium-Term Financial Strategy to 2026 and the Capital Strategy 2023/26, which were due to be presented to Cabinet and Full Council in early 2023.

28/22

Adopting the Residents' Charter

Cabinet considered a report, which provided an overview of the proposed Residents' Charter, which had been developed by existing residents to improve the Council's relationship with its residents.

The report also included the background to the Residents' Charter, a summary of its content, and a proposal to adopt it.

The Executive Mayor said he was glad that one of his key election pledges was before Cabinet at its first meeting tonight, to adopt the Charter. He said that following the housing scandals over recent years, now meant that the Council had to rebuild trust amongst its residents and leaseholders and across housing estates within the Borough. He said that the Charter had been written by residents and enshrined the Council's commitment to give residents a say in how their homes were managed and treating the Borough's residents with respect.

The Executive Mayor added that there would be a further report to Cabinet later in the year, that would make it very clear how the Council would deliver this charter for the Borough's residents and leaseholders.

Les Parry, Council tenant from South Norwood, was invited to address Cabinet.

Mr Parry said that, in 2018, he had witnessed the Council approving planning permission to demolish his home and to relocate him. He spoke on the publicity and controversy which surrounded Regina Road and those affected.

Mr Parry said that this was when he and a small number of fellow residents decided that they would no longer accept being told what was best for them anymore, nor tolerate any decisions being made without residents. He said they decided to write a charter and it had been presented to Council and the management at that time to take away and embark on discussions. He said that, from that point to the current day, nothing at all had happened.

Mr Parry acknowledged the Mayor's pledge and said that residents did not merely want an improved service but, rather, an outstanding service since it was the residents' money that was paying for the services. He welcomed the continued consultation with residents, something which, he said, had never occurred before.

The Executive Mayor thanked Mr Parry and his colleagues for writing the Charter and looked forward to working with him to deliver it. He then invited any comment from the Opposition Group.

Councillor Chrishni Reshekaron (Shadow Cabinet Member for Homes) also thanked Mr Parry and apologised for what he and fellow residents had gone through in the past. She said that the Labour Group welcomed the adoption of a Residents' Charter and realised how important it was for Croydon's residents to be able to hold the Council to account when it came to its housing services. However, she said there was no evidence to suggest when the Charter would become operational, which was concerning and unfair on residents and asked the Executive Mayor when it was likely to be implemented.

In response, Executive Mayor Perry said that the Council would go out and consult on the Charter to make sure it worked for all of the Borough's residents and leaseholders. The findings would then come back to ensure the Council was delivering against the Charter in March 2023 and not delivering the Charter in 2023.

The Executive Mayor, in Cabinet:

RESOLVED that:

1. the adoption of the draft Residents' Charter, be agreed;
2. the proposed process set out in the report for consulting all residents on the Residents' Charter, be agreed;
3. the provision to Cabinet of an action plan detailing the development and implementation of the Residents' Charter in Autumn 2022, be agreed; and
4. a progress update on the Residents' Charter be presented to Cabinet in March 2023.

Re-procurement of Responsive Repairs Contract

Cabinet considered a report in respect of the re-procurement of the Council's Responsive Repair Contract, which would allow the Council, and residents, to reshape the responsive repairs service and to appoint new contractors to ensure housing repairs were carried out effectively and in a timely manner. It was reported that the procurement would help ensure that the new contract offered a good quality service and good value for money.

The Executive Mayor said that during the election he had promised to improve the Council's housing repairs performance and that ACCESS had given early notice that it wished to exit the current contract. He said there was an 18 months' notice period, which allowed the Council time to procure a new provider and to demand high standards, quality and customer service within that new procurement.

The Executive Mayor invited Mr Martin Whitley, Chair of the Housing Improvement Board (HIB) to address Cabinet.

Mr Whitley said that the timetable had not allowed the HIB to take a formal view, however, as Chair of the HIB, he did support the recommendations in the report, but he did offer a few comments and concerns, which he hoped could be taken account of in taking the work forward. He said he could not emphasise enough how risky managing this re-procurement, alongside bringing the contact centre in-house, was and that it could get worse. Mr Whitley asked if more work could be provided in areas such as analysis of risk. He said the HIB supported the commercial model so long as an appropriate audit regime was in place. He recognised tenant involvement and stressed that that this needed to be maintained and looked forward to seeing this reflected in the governance arrangements. He suggested that contract staff be embedded in the in-house contact centre to assist with diagnosis and prioritisation but, more generally, to develop a sense of partnership between the Council and the three contractors to discuss any emerging risks collaboratively. In conclusion, he said that the Board was pleased to see the emphasis being placed upon social value, most of all opportunities for employment and apprenticeships for tenants and residents, with a strong emphasis on diversity so that the ethnicity of the Borough was recognised.

The Executive Mayor said that the Council's Scrutiny and Overview Committee had carried out pre-decision scrutiny of this matter and invited the Committee Chair, Councillor Davis to address Cabinet.

Councillor Davis said that she commended the Executive Mayor's public commitment to strengthening scrutiny, which, she said, was central to the Council's rejuvenation. She said good scrutiny should not just throw out criticisms but should seek positive alternatives and should be about what happened outside the Chamber as well as inside the Chamber. She said

she hoped that scrutiny would become a fearless and critical friend in the Executive Mayor's mission to restore the pride within the Borough.

Councillor Davis said that the Council had a unique opportunity to change the lives of tenants who were suffering from a service, which was frustrating, at best, and dangerous at worst.

Councillor Davis laid out the process undertaken by the Scrutiny and Overview Committee in coming to its recommendations. She said that, firstly, three visits had taken place at Regina Road in the north, Cedar and Beech House in New Addington and Cromwell House in the south. Then, she said, an online community engagement meeting had been held with over 60 vulnerable tenants, the findings from which were detailed in Appendix A to the report.

Councillor Davis said that, alongside this community engagement meeting, the Committee had interviewed a number of people about best practice in this field. Overall, she said, both residents and committee members felt the Council had done a competent and professional job of investigating its preferred routes. She said it was also felt that nothing had been built into these plans that guaranteed a better service for residents so the trust that things would improve, was still not there.

Councillor Davis said that even if this particular route went ahead, repairs would still be delivered by the current ACCESS employees who would be transferred over to the new contractor, via TUPE; that housing staff would remain the same; contract management would not automatically be transformed, and that budget and culture challenges would still exist.

Councillor Davis said that the question pushed by the Committee had been how or why this service would be different and hoped that the Committee's recommendations would answer that question. For clarity, she said, these had been split into four areas: contract options; tenant services; risk and social value.

Councillor Davis said that, in relation to contract options, residents and committee members liked the idea of bringing the contract centre in-house. However, she said, the Committee believed that enforcing more or all of the housing repairs service had not been investigated and the Committee had called for this to be done as a matter of urgency.

With regard to tenant services, Councillor Davis said that Contractors needed stronger incentives if the service was to improve and suggested one way to do that was compensation for tenants, paid for by the contractor, after a failure on their behalf. The Committee was advised that that this was unlikely since contractors would merely incorporate this into the cost of the contract. Communication was, she said, another key area for improving tenant services. She said that residents had repeatedly expressed their desire to check the status of their repairs and to choose their appointment times.

She said that as part of the tenant communication, the Committee also recommended that the tenants' handbook be updated and redistributed to ensure tenants knew their rights.

In terms of risks, officers had reassured the Committee that allowances had been made for potential cost increases given the current financial climate and that both Plan B and Plan C was in place if the contracting process took longer than was thought.

The biggest risk in the minds of the Committee was, she said, that the new contract would be operated from the same housing office with the same challenges and had therefore recommended that this contract had to be part of the wider housing improvement journey in housing.

With regard to social value, Councillor Davis said the Committee felt that these contributions needed to be tracked and properly evaluated with key performance indicators to make a difference.

In conclusion, Councillor Davis said that Scrutiny was determined to prioritise this work on housing, and it was essential that the Council continued to empower residents in this process.

The Executive Mayor thanked Councillor Davis for her work, and that of her committee, on this issue and recognised the urgency with which, the Committee had considered the matter and the level of detail it had gone into.

The Executive Mayor said that he had read the Committee's 13 recommendations very carefully some of which were underway and others, he said, were more than acceptable. He said there was clearly no timeframe to deal with all 13 at this meeting but said he would bring back a more detailed response to a future meeting of the Cabinet in order that these recommendations could be dealt with directly. He went on to say that the Committee's recommendations would not change the recommendation currently to progress with the procurement exercise set out in the report but there was an opportunity to present a report to a future meeting of the Cabinet, that responded to the Committee's recommendations and proposing how to incorporate that into the procurement as it progressed.

Councillor Chrishni Reshekaron (Shadow Cabinet Member for Homes) asked if the Executive Mayor could confirm whether a financial compensation package would be considered within the contract when the contractors failed to meet certain minimum standards and, also, whether he would be considering the implementation of technology in the form of a website to allow residents to track the progress of their repairs.

In response, the Executive Mayor said that he could not give an answer to those questions this evening since the 13 recommendations needed to be worked through and reiterated that a further report would be presented to

a future meeting of the Cabinet which would respond to those recommendations and address those questions then.

In response to two questions by Councillor Stuart King, Leader of the Opposition, officers provided clarification as to the meaning of the reference “sub-optimal” within the report and, on the issue of insourcing the contact centre and the need for this proposal to pass an affordability test, confirmed that work was underway and the likelihood of the affordability test not being met was low risk.

Accordingly, the Executive Mayor, in Cabinet:

RESOLVED that:

1. the procurement strategy detailed in the report for up to three contractors to deliver the responsive repairs services and optional planned programme with an initial contract term of 6 years and 8 months with a break option at that point and a total maximum contract duration of 10 years and 8 months (plus a 1 year defects liability period) at an anticipated total contract value of £262.9m, be agreed, with the service being split up as follows:
 - a) One cross-borough contract to provide gas related services at an estimated value of £41.9m; and
 - b) Two contracts to provide the remainder of the responsive repairs service, at an estimated value of £221.0m, to include optional planned works of up to £64m, which would only be instructed following further approval in accordance with relevant governance processes.
2. the contact centre be insourced and provided in-house subject to the outcome of an affordability analysis.
3. the Chair of CCB, in consultation with the Deputy Mayor, the Corporate Director for Housing and the Corporate Director of Resources & S.151 officer, be authorised to change procurement process from Competitive Procedure with Negotiation (CPN) to the Restricted Procedure prior to issuing the advert in the event that there were further delays to the timetable and that any such change be reported within the Investing in Our Borough Report to Cabinet.
4. the break option to follow the same governance process as a permitted extension under the Tenders and Contracts Regulations, be noted.
5. the Chair of CCB, in consultation with the Deputy Mayor, the Corporate Director for Housing and the Corporate Director of Resources & S.151 officer be authorised to make the decision on

the appropriate contract value of each of the two responsive repairs areas, once analysis on the optimum area sizing had been completed.

6. That a further report to address the recommendations presented by the Council's Scrutiny and Overview Committee, be presented to a future meeting of the Cabinet.

30/22

Distribution of Household Support Fund Grant

Cabinet considered a report in respect of the distribution of £3,013,689.49 Household Support Fund grant. It was reported that this sum was entirely grant-funded by the Department of Work and Pensions (DWP) and therefore had no direct impact on existing Council budgets.

Executive Mayor Perry said that many of the Borough's residents had been finding it difficult to meet rising living costs and that it was important that the Council supported the Borough's most vulnerable families and residents during this very difficult time. He said he was pleased that the Council could support residents in need, with a grant of just over £3m from the Government's Household Support Fund Grant. He went on to say that the package included £1m to support Croydon's older residents through rising energy costs and £1.3m towards children and young people and their families, who were in need or just about managing.

Executive Mayor Perry said that the Council would be working with its partners to ensure that the HSFG went to those residents who needed it the most.

The Executive Mayor, in Cabinet:

RESOLVED that:

1. the Department for Work and Pension Household Support Fund (HSF) allocation of £3,013,689.49, as set out in the report, be accepted and that associated budget adjustments be made.
2. the proposal for the distribution and proposed allocation of the HSF, in accordance with Appendix A to the report, be approved (*this covered a local eligibility framework, an approach to enabling access to grant funding that supported households most in need, and the development of a local delivery approach*).
3. the Corporate Director of Housing, following consultation with the Executive Mayor, be authorised to put in place arrangements to effectively govern and administer the fund and awards.

Revocation of Croydon Suburban Design Guide Supplementary Planning Document 2 (SPD2)

Cabinet considered a report, which recommended to Council:

- (i) the revocation of the Croydon Suburban Design Guide Supplementary Planning Document (SPD2), as detailed in Appendix 1 to the report, in accordance with Regulation 15 (2) and (3) of the Town and Country Planning (Local Planning) (England) Regulations 2012; and
- (ii) to agree to produce the residential extensions and alterations chapter of the Croydon Suburban Design Guide Supplementary Planning Document (SPD2) as a supplementary planning document to be reported to Council for adoption after consultation.

It was reported that Executive Mayor Perry had made a clear manifesto pledge in the 2022 pre-election period to revoke the Croydon Suburban Design Guide Supplementary Planning Document (SPD2) and had indicated that this pledge was to ensure new development respected character, was led by design over density and improved the quality of future development.

The Cabinet report set out the basis for the revocation for consideration by Council following Cabinet.

It was noted that the Croydon suburban design guide supplementary planning document (SPD2) had been adopted in April 2019, with an approximate 18-month production time up to adoption, in a particular context that had changed notably up to present day.

It was reported that, at a national level, the National Planning Policy Framework 2021 included a chapter dedicated to 'achieving well-designed places', which had been supplemented by the publication, in 2021, of the National Design Guide and National Model Design Code, that provided the framework for how to produce design guides and codes. It was further reported that this guidance stated that this was to provide and create beautiful and distinctive places with a consistent and high-quality standard of design.

It was noted that, in May 2022, the Government published the Levelling Up and Regeneration Bill, which included a number of proposed legislative changes to the plan-making process, which would need to be given regard to as part of the continued work on the Local Plan Review.

It was further noted that, in regard to the London Plan, SPD2 had been produced in the context of the submitted London Plan (July 2018), which included a proposed housing target for Croydon of 2,949 per annum (2019 -2029) with a clear expectation that a large proportion of this development would be accommodated through small site development.

Post the London Plan Examination process, including the planning inspectors' panel report and Secretary of State approval, the adopted London Plan 2021 included a housing target for the Borough of 2,079 per annum (2019 – 2029) inclusive of a 641 per annum small sites target (2019 – 2029).

It was noted that the London Plan 2021 was proposed to be supplemented by a series of design guidance, most notably, the Greater London Authority had published draft guidance regarding Optimising Site Capacity: A Design Led Approach and Small Sites Design Codes which, once adopted, would be material to the production of the Borough's Local Plan Review.

The Executive Mayor, in Cabinet:

RESOLVED that **COUNCIL** be **RECOMMENDED**:

1. to approve the revocation of the Croydon Suburban Design Guide Supplementary Planning Document (SPD2) (Appendix1) in accordance with Regulation 15 (2) and (3) of the Town and Country Planning (Local Planning) (England) Regulations 2012, and
2. to approve the adoption of the residential extensions and alterations chapter of the Croydon suburban design guide supplementary planning document (SPD2) as a supplementary planning document, following consultation.

32/22

Financial Performance Report - Period 11 (February 2022)

Cabinet considered a report, which provided the Council's current forecasts for the end of year position for 2021/22 for the Council's General Fund (GF), Housing Revenue Account (HRA) and the capital programme.

It was reported that the detailed analysis was based on the Month 11 position (which had not been previously published due to the pre-election period), which had been updated to reflect a number of issues which had emerged during the closedown of the 2021/22 accounts, which was currently underway.

The report also formed part of the Council's financial management process of publicly reporting financial performance against its budgets on a monthly basis and that a final outturn position would be reported once the annual closedown of accounts had been completed, prior to the annual accounts for 2021/22 being published. It was noted that the latter would be delayed until the autumn 2022 due to outstanding issues in relation to the external audit of the accounts for 2019/20 and 2020/21.

The Executive Mayor, in Cabinet:

RESOLVED to note that:

1. the General Fund was projecting a further favourable movement in the Council's financial position for the end of 2021/22 and that the Council was likely to have a larger underspend for 2021/22 than the £1.907m forecast at the end of Month 11.
2. the Housing Revenue Account (HRA) was projecting a £0.878m (Month 10 £1.281m) overspend for 2021/22 and that if no further mitigations were found to reduce this overspend, the HRA would need to drawdown reserves from HRA balances (*there were sufficient balances to cover this expenditure.*)
3. as indicated in Table 3, the capital spend to date for the General Fund of £55.670m (against a budget of £131.897m) and for the HRA of £13.931m (against a budget of £183.209m), with a projected forecast variance of £11.702m on the General Fund against budget and £115.636m forecast variance against budget for the Housing Revenue Account (*all variances were projected to be slipped into future years, but this would be reviewed once the outturn position had been confirmed*).
4. the above figures were predicated on forecasts from Month 11 to the year end, updated for information that had become available during the annual account's closedown process, and therefore could be subject to change as forecasts were made based on the best available information at this time.

The meeting ended at 7.55 pm

MINUTES of the Meeting of the **CABINET** held on Wednesday, 6 July 2022 at 6.30 pm in the Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX

Present: Executive Mayor Jason Perry (Chair)

Councillors Maria Gatland, Lynne Hale (Statutory) Deputy Executive Mayor, Yvette Hopley, Scott Roche and Andy Stranack

Also Present: Councillor

**Apologies for
Absence:** Councillors Jeet Bains and Ola Kolade

PART A

33/22 **Disclosure of Interests**

There were no disclosures of interests received from Members.

34/22 **Urgent Business (If any)**

There were no items of urgent business.

35/22 **Order of Business**

The Executive Mayor announced that Agenda Item No.6 (Fees and Charges) stood deferred to the next meeting of the Cabinet, scheduled to be held on 14 September 2022.

36/22 **Scrutiny Stages 1 and 2**

Cabinet considered a report, which detailed recommendations that had been received from the Scrutiny and Overview Committee and its Sub-Committees since the last Cabinet meeting (Appendix A).

It was reported that the recommendation from the Children and Young People Sub-Committee meeting held on 9 March 2022, were related to the findings of a Task and Finish Group of the Sub-Committee, which had conducted a review on the removal from roll and off-rolling of pupils in Croydon's Schools.

A copy of the Task and Finish Group report was attached at Appendix B to provide Members with context for the recommendations received.

It was noted that the Constitution required that an interim or full response be provided within two months from the date of this meeting of the Cabinet.

The Executive Mayor had the power to make the decisions set out in the recommendations contained within the report.

RESOLVED:

The Executive Mayor noted the recommendations and agreed that Cabinet would provide a substantive response to these at the next meeting of the Cabinet, scheduled to be held on 14 September 2022.

37/22

Opening the Books - Returning the Council to Financial Sustainability (2023/24 Budget Update, MTFS and savings proposals, Period 1 /2 and outturn report)

Cabinet considered a report, which launched the next stage in providing a step change improvement in transparency in relation to the Council's finances, which was the Executive Mayor's initiative to 'Open the Books' of the Council.

It was reported that the Council's finances would be scrutinised over the next six months through a review of its balance sheet, its capital financing arrangements, all reconciliations and the financial relationships with the Council's companies.

It was noted that this project would provide a firm base position from which to achieve financial sustainability by 2024/25, in line with the plan reviewed by the Improvement and Assurance Panel, which had been established by the Department of Levelling Up, Housing and Communities to oversee Croydon's recovery.

It was further reported that the 'Opening the Books' review would further improve the Council's understanding of its financial risks and would develop additional plans to mitigate them. It was noted that these plans would contribute to the next stage in the development of the Council's Medium-Term Financial Strategy.

The Executive Mayor said that this exercise would help the Council to be sure that it knew the true shape and scale of the financial mess, which had been left to his Administration to mend.

RESOLVED that the following be noted:

1. The launch of the Executive Mayor's initiative to 'Open the Books' of the Council.
2. A report on the results of the 'Open the Books' review would be reported to Cabinet no later than January 2023.
3. The General Fund was projecting a £18.3m service overspend at the end of Period 1 for 2022/23, but that £9.4m of in-year risk and contingency provisions were held corporately that may be used to

partially offset that forecast and reduce the projected overspend to £8.9m.

4. That in-year savings would need to be identified for the General Fund to offset the projected overspend of £8.9m to deliver a balanced budget by 31 March 2023.
5. That the budget gap for 2023/24 had initially been identified as £27.4m plus a further £8.7m in the following year but that these gaps have risen to £42.9m and £15.7m respectively based on current known pressures.
6. That further work would be done over the year to identify significant savings to balance the gap in 2023/24 and reduce the gaps in the later years.
7. The timetable for both financial reporting and developing the Budget and Medium-Term Financial Strategy for 2023/24-2025/26.
8. That an allocation of up to £500k would be made from contingency for project support and external specialist advice for the Opening the Books project, in order to undertake a review of its balance sheet, review its capital financing arrangements, oversee the application of the capitalisation directions, undertake a range of reconciliations and review the financial relationships with the Council's companies.
9. The Housing Revenue Account (HRA) was not projecting a revenue budget variance at the end of Period 1.

38/22

Fees and Charges

In accordance with Minute No.35/22 above (Order of Business), this matter stood deferred until the next meeting of the Cabinet, scheduled to be held on 14 September 2022.

39/22

Re-opening Purley Pool and Leisure Centre - Next Steps

Cabinet considered a report, which outlined the different methods the Council could take to reopen Purley Pool and Leisure Centre.

It was reported that Purley Pool and Leisure Centre was currently closed following a decision made by the previous administration and the closure was reaffirmed by the previous Cabinet when, at its meeting held on 24 January 2022, it confirmed that the facility would not be reopened.

Since his election to office in May 2022, the Executive Mayor had committed to re-opening the closed facility and had asked officers to how this could be achieved as soon as possible and with the best use of public money.

It was reported that an independent assessment by professional specialists in leisure and swimming facilities was needed for budgets to be assigned, and a detailed timeline of the refurbishment and rebuilding confirmed.

It was noted that a follow-up report would be presented to the Executive Mayor in Cabinet with recommendations on the best way to reopen a pool and leisure facility in Purley swiftly and cost effectively. It was further noted that once such recommendations had been agreed, the Council would begin work to deliver the pool and leisure facility.

The Executive mayor reaffirmed his commitment to reopening Purley Pool and Leisure Centre as soon as was possible, for all the community to enjoy.

Accordingly, it was **RESOLVED** that:

1. An independent report be commissioned into the different options available for a swift, cost-effective reopening of Purley Pool and Leisure Centre.
2. The recommendations on how best to reopen Purley Pool and Leisure Centre, along with funding and timescales, being reported to the Executive Mayor in Cabinet as soon as possible after the independent options report was complete, be noted.

40/22

Update on Housing Improvement Plan

Cabinet considered a report, which provided an update on the proposed strengthening of the Council's Housing Improvement Plan in response to the Housing Improvement Board's March 2022 report and Executive Mayor Perry's mandate to strengthen the Plan.

It was reported that, following the coverage of poor housing conditions at Regina Road, the Council's previous administration had committed to the creation of the Housing Improvement Board and the development and implementation of the Housing Improvement Plan in May 2021.

The then Cabinet had agreed that the purpose of the Plan would be to address the failings of the housing service highlighted in the ARK Consultancy Investigation into Conditions at 1-87 Regina Road, South Norwood.

It was noted that, since July 2021, the Council's Housing Service had developed and begun to deliver the Housing Improvement Plan, however, improvements to the Council's housing service had since remained a concern of the Government-appointed Improvement and Assurance Panel in that the housing directorate's improvement planning must provide a path to compliance with the Regulator for Social Housing's Home Standard and Tenant Involvement and Empowerment Standard.

It was further noted that, in March 2022, the Council's previous administration had agreed the content of the Plan and had delegated authority to further amend the Plan to the Corporate Director for Housing, in consultation with the Cabinet Member for Homes.

The Executive Mayor said that he looked forward to seeing real improvements in the Council's Housing Service, improved relationships with residents and key partners and treating the Borough's residents with respect.

Accordingly, the Executive Mayor in Cabinet **RESOLVED** to note and agree:

1. The review and strengthening of the Housing Improvement Plan.
2. The proposed next steps to strengthen the Housing Improvement Plan.

41/22

Progression of a Public Space Protection Order (PSPO) in Identified Priority Neighbourhoods

Cabinet considered a report, which sought the Executive Mayor's approval to authorise consultation with members of the public and partners on implementing a PSPO in the Town Centre and surrounding areas.

It was reported that, on 20 October 2014, the Antisocial Behaviour Crime and Policing Act 2014 had come into force and introduced several tools and powers for use by local authorities and the police to address antisocial behaviour (ASB) in their local areas. These tools, which replaced and streamlined a number of previous measures, had been brought in as part of a government commitment to put victims at the centre of approaches to tackling ASB, which focussed on the impact behaviour could have on both communities and individuals, particularly on the most vulnerable.

It was noted that the Act had introduced the powers available to the police and local authorities to deal with antisocial behaviour, which included the use of Public Space Protection Orders (PSPO).

It was further reported that, on 18 December 2017, Croydon had implemented a PSPO that covered the Town Centre and had remained in force for a period of three years. The PSPO had been used by members of the Safer Croydon Partnership to tackle antisocial behaviour and street drinking in the Town Centre.

It was noted that the original PSPO had lapsed in 2020 due to a perceived reduction in ASB and a lack of recorded evidence that it was being used at the time.

Following his election to office, the Executive Mayor had committed to working with the Police to tackle Crime and Disorder across the Borough, it was proposed that a consultation be undertaken on bringing this PSPO back into effect across a wider area than before, which would provide another tool for Police and Council Officers to make the Borough's public spaces free from antisocial behaviour and to stop ongoing harassment and disorder.

The PSPO was one part of the Council's wider plan to make Croydon's Town Centre safer and more welcoming as part of the Executive Mayor's commitment to tackling crime and disorder in Croydon and supporting the Police in their work in Croydon.

Accordingly, the Executive Mayor in Cabinet **RESOLVED** to:

1. Note the contents of the report and the process for implementing a Public Spaces Protection Order (PSPO) in the priority neighbourhoods
2. Authorise consultation with members of the public and partners on implementing a PSPO in the Town Centre and surrounding areas
3. Receive further reports on proposed PSPOs for other hotspot areas, including New Addington, following the Crime and Disorder Strategic Needs Assessment later in 2022.

42/22

Town Centre Regeneration and Levelling Up Fund

Cabinet considered a report, which summarised Croydon's Levelling Up Fund bid that was submitted on 6 July 2022 and which aimed to realise long-term held ambitions to actualise infrastructure investment, regeneration and placemaking in the town centre.

It was reported that Croydon's Levelling Up Fund bid sought to bring external funding that would deliver infrastructure investment that would help in the wider regeneration of Croydon's Town Centre (this supported the Executive Mayor's manifesto commitment to put the Town Centre development back on track, and to bring in much needed investment to provide a mixed use of jobs, homes, retail, education and culture.)

It was recognised that Croydon Town Centre continued to face one of the most challenging periods in its economic history and, despite Croydon's many strengths, the impact of COVID-19 (coronavirus) and the national decline in retail destination shopping, had contributed towards a failure to deliver major redevelopments like that proposed for the Whitgift Centre and had led to a decline in footfall and resident satisfaction in the Town Centre.

The report highlighted a need to secure investment in the Town Centre, which would realise long-term held ambitions to create a vibrant town centre that matched the needs of Croydon residents and businesses.

The Executive Mayor acknowledged that the Levelling Up Fund was a great opportunity to bring in funding for Croydon Town Centre and had a wealth of support behind it from the Borough's business community. He encouraged all Members across the Chamber to get behind the plans.

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

1. The submission of a Croydon Levelling Up Fund bid, following the announcement of Round 2 on 23 March 2022, be noted (the outcome of the bid would be reported directly to the Executive Mayor when announced.)
2. Subject to a successful bid, the Corporate Director of Sustainable Communities, Regeneration and Economic Recovery be authorised to enter into any relevant funding agreement with the Government, in consultation with the Director of Legal Services and Croydon's Section 151 Officer.
3. Subject to a successful bid, the implementation of all projects within the Levelling Up Fund programme as summarised in item 3 and Appendix 1, be agreed.
4. The implementation of projects would be subject to the Council's assurance framework, including the Growth Zone Board and approved by the Corporate Director for Sustainable Communities, Regeneration and Economic Recovery, in consultation with Croydon's Executive Mayor, the Council's S151 Officer and the Corporate Management Team.

43/22

South Norwood Conservation Area Appraisal and Management Plan (CAAMP) - Boundary Change and Adoption of Supplementary Planning Document

Cabinet considered a report, which highlighted that the Planning (Listed Buildings and Conservation Areas) Act 1990, National Planning Policy Framework, the London Plan 2021 and Local Planning Policy required Local Authorities to consider designating areas of architectural and historic interest as conservation areas, and to preserve and enhance those areas through identifying their special characteristics and outlining how these could be managed for the future. In addition, Historic England recommended that every conservation area had its own Conservation Area Appraisal and Management Plan (CAAMP).

It was reported that Croydon Council was in the process of producing or updating CAAMPs for all 21 conservation areas currently designated in Croydon. The existing CAAMP for South Norwood had been adopted in

2007 and was considered dated as it did not reflect the current condition of the area nor provide sufficient guidance to preserve and enhance its special character.

It was noted that the new South Norwood CAAMP would provide an up-to-date assessment of the area and detailed guidance relating to the management of South Norwood in line with current best practice.

It was further reported that South Norwood Conservation Area was on Historic England's Heritage at Risk register because of its current poor condition. The area had been selected, in 2020, as one of Historic England's High Street Heritage Action Zones (HSHAZ) – a grant funded scheme that sought to reinforce the High Street as the vibrant commercial, community and cultural heart of South Norwood through celebrating local heritage and improving the area's physical appearance. The South Norwood CAAMP was a key part of the HSHAZ programme and production of the CAAMP by heritage consultants Place Services had been funded through the HSHAZ.

The updated CAAMP was an important measure to address the risks to the conservation area and it would support delivery of the rest of the HSHAZ programme, which would build on the findings and recommendations in the CAAMP.

The Executive Mayor said it was important to preserve and enhance the Borough's conservation areas and the recommendations in the report were an important tool in protecting the character of Croydon's conservation areas.

Accordingly, the Executive Mayor in Cabinet **RESOLVED** that:

1. The Consultation Statement for the South Norwood Conservation Area Appraisal and Management Plan (CAAMP) (Appendix 2), including the list of comments, responses and (where applicable) amendments at Appendix 1, noted.
2. **COUNCIL** be **RECOMMENDED** to adopt the South Norwood Conservation Area Appraisal and Management Plan (CAAMP) 2022 (Appendix 2) as a Supplementary Planning Document in accordance with The Town and Country Planning (Local Planning) (England) Regulations 2012, particularly regulation 14.
3. **COUNCIL** be **RECOMMENDED** to agree changes to the South Norwood Conservation Area boundary as set out in this report and in the South Norwood Conservation Area Appraisal and Management Plan (CAAMP) (Appendix 2); and,
4. **COUNCIL** be **RECOMMENDED** to revoke South Norwood Conservation Area Appraisal and Management Plan (CAAMP) 2007 (Appendix 3) in accordance with The Town and Country

Planning (Local Planning) (England) Regulations 2012, particularly regulation 15(3).

5. That the Director of Planning and Sustainable Regeneration, following consultation with the Cabinet Member for Planning and Regeneration, be authorised to make minor factual, editorial and image changes to the South Norwood Conservation Area Appraisal and Management Plan (CAAMP) (Appendix 2) prior to adoption.

44/22

Care and Support Provision for Older People - Procurement Strategy

Cabinet considered a report, which set out the proposed procurement strategy for the recommissioning of care and support provision at three Croydon residential and nursing homes - Heavers Court, Langley Oaks, and Addington Heights – and at one extra care facility at Fellows Court.

It was reported that three of the sites were owned by the London Borough of Croydon pursuant to a PFI contract which concluded in 2038, at which point would be returned to full ownership of the Council. It was noted that there was the option to own the remaining site if a final payment was made at the end of the contract term (the PFI contract was separate to the care and support contract.)

It was further reported that the current nursing and residential care and support contract was due to end in March 2023 with initial demand and capacity analysis indicating additional nursing, support for challenging behaviour, and intermediate care bed-based capacity was required due to supply issues in the external market.

The approved contract term for the extra care provision ended in May 2021 and there was a gap in the audit trail regarding extension following this date. The incumbent provider had continued to deliver and had engaged with the commissioning team recently to discuss future plans.

In addition to the care and support recommissioning, it was noted that a review was currently underway of the contractual arrangements in relation to the PFI provision to ensure the London Borough of Croydon was maximising it's investment and that it was delivering the best outcomes for the people of Croydon.

The Executive Mayor said that, having committed to putting the service users at the heart of the Council's policy making, he was pleased to note that Council colleagues were listening to residents, friends and families and seeking the views of the homes' residents throughout the re-procurement process.

Accordingly, the Executive Mayor in Cabinet, **RESOLVED** to approve the commissioning intentions and procurement strategy detailed in the report for the recommissioning of residential and nursing care provision in Addington Heights, Heavers Court and Langley Oaks and extra care

provision at Fellows Court, for a period of 5 years with an option to extend for up to 10 years in two 5-year periods for a maximum estimated value of £113,455,000.

45/22

Investing in our Borough

Cabinet considered a standing report, which was presented for information, at every scheduled Cabinet meeting to update Members on any contract decisions that had been taken since the last Cabinet meeting.

Cabinet noted that the decisions listed in 5.3.2 to the report, had been initiated under the previous administration.

The Executive Mayor in Cabinet **RESOLVED** to note:

1. The revenue and capital consequences of contract award decisions taken by the Executive Mayor, as set out in Section 5.2.1 to the report.
2. The delegated decisions made by the Director of Commercial Investment for procurement strategies up to £5 million, contract awards between £177,898 and £500,000 and contract extension(s) previously approved as part of the original contract award and contract variations as set out in Section 5.3.1 to the report.

46/22

Exclusion of the Press and Public

The motion to exclude any members of the press and public was not required.

The meeting ended at 7.58 pm

Agenda Item 5

REPORT TO:	CABINET 14 SEPTEMBER 2022
SUBJECT:	STAGE 1: RECOMMENDATIONS ARISING FROM SCRUTINY (June to July 2022)
LEAD OFFICERS:	JANE WEST - EXECUTIVE DIRECTOR - RESOURCES ADRIAN MAY – INTERIM HEAD OF DEMOCRATIC SERVICES & SCRUTINY
LEAD MEMBER:	COUNCILLOR ROWENNA DAVIS CHAIR, SCRUTINY AND OVERVIEW COMMITTEE
CABINET MEMBER:	JASON PERRY, EXECUTIVE MAYOR OF CROYDON
WARDS:	ALL
FINANCIAL IMPACT The Scrutiny recommendations to the Executive (Appendix A) may have financial implications. Following the recommendations being received at Cabinet, the Executive will identify and consider any financial implications as part of their response. If any recommendation is subsequently progressed for consideration and decision by the Executive Mayor in Cabinet, full financial, legal and equalities implications would be presented.	
FORWARD PLAN KEY DECISION REFERENCE: Not a key decision	

The Executive Mayor has the power to make the decisions set out in the recommendations contained within this report:

RECOMMENDATIONS

The Executive Mayor in Cabinet is asked to:

1. Receive the recommendations arising from the meetings of the Streets, Environment & Homes Sub-Committee held on 20 July 2022 and the meeting of the Scrutiny & Overview Committee held on 21 July 2022 (Appendix A).
2. To provide a substantive response to the recommendations (a Scrutiny Stage 2 Report) within two months (i.e. at the next available Cabinet meeting on 12 October 2022).

2. STAGE 1: RECOMMENDATIONS ARISING FROM SCRUTINY

- 2.1 Recommendations that have been developed from the Scrutiny and Overview Committee and its Sub-Committees since the last Cabinet meeting are provided in Appendix A. The constitution requires that an interim or full response is provided within 2 months of this Cabinet meeting.
- 2.2 To provide additional context for the Cabinet, the conclusions reached by the Committee and its Sub-Committees are also included for information in Appendix A.

3. CONSULTATION

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

4. PRE-DECISION SCRUTINY

- 4.1 The recommendations set out in the appendix to this report directly arise from Scrutiny.

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 There are no financial implications arising directly from the content of this report. Please see Finance Impact Section above.

6. LEGAL CONSIDERATIONS

- 6.1 The Head of Litigation and Corporate Law comments on behalf of the Director of Law and Governance that the recommendations are presented to Cabinet in accordance with the Constitution.
- 6.2 This requires that the Scrutiny report is received and registered at this Cabinet Meeting and that a substantive response is provided within 2 months (i.e. **Cabinet – 12 October 2022** is the next available meeting).

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

7. EQUALITIES IMPACT

- 7.1 There are no equalities implications arising directly from the content of this report, the report received recommendations from scrutiny, but no decision for recommendation.

8. HUMAN RESOURCES IMPACT

- 8.1 There are no human resource implications arising directly from the contents of this report

9. ENVIRONMENTAL IMPACT

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

10. CRIME AND DISORDER REDUCTION IMPACT

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

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

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

12. OPTIONS CONSIDERED AND REJECTED

12.1 None

13. DATA PROTECTION IMPLICATIONS

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

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

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

No.

CONTACT OFFICER:

Simon Trevaskis, Senior Democratic Services
& Governance Officer – Scrutiny
T: 020 8726 6000 X 64840
Email: simon.trevaskis@croydon.gov.uk

APPENDICES:

Appendix A – Recommendations from Scrutiny

BACKGROUND DOCUMENTS:

Meeting of the Streets, Environment & Homes Sub-Committee held on 20 July 2022

<https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=170&MId=3206>

Meeting of the Scrutiny & Overview Committee held on 21 July 2022

<https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=166&MId=3213>

Scrutiny Recommendations: Stage 1

Committee	Meeting Date	Agenda Item	Conclusion	Recommendation	Political Lead	Officer Lead
Streets, Environment & Homes Sub-Committee	20 July 2022	Sustainable Communities, Regeneration & Economic Recovery Directorate Overview	The Sub-Committee concluded that any review of Healthy Neighbourhoods scheme should be submitted for pre-decision scrutiny by the Sub-Committee before a decision is taken at Cabinet.		Executive Mayor Jason Perry	Nick Hibberd
Streets, Environment & Homes Sub-Committee	20 July 2022	Sustainable Communities, Regeneration & Economic Recovery Directorate Overview	The Sub-Committee concluded that the directorate should look at opportunities to engage in more innovative partnership working with other authorities.		Executive Mayor Jason Perry	Nick Hibberd
Streets, Environment & Homes Sub-Committee	20 July 2022	Sustainable Communities, Regeneration & Economic Recovery Directorate Overview	The Sub-Committee were of the view that it was too difficult to report missed [bin / refuse] collections in some cases and that this should be improved.	The Sub-Committee recommended that the information on the Council Website around how to report waste collection issues and for the option to 'make an enquiry' be reviewed and made more prominent.	Executive Mayor Jason Perry	Nick Hibberd
Streets, Environment & Homes Sub-Committee	20 July 2022	Sustainable Communities, Regeneration & Economic Recovery Directorate Overview	The Sub-Committee were of the view that more work needed to be done to improve trust in waste collection services and to improve the perception that services were improving and	The Sub-Committee recommended better data collection on areas where there were repeated missed waste collections relating to obstructions or narrow roads to inform a more proactive	Executive Mayor Jason Perry	Nick Hibberd

Committee	Meeting Date	Agenda Item	Conclusion	Recommendation	Political Lead	Officer Lead
			providing value for money to residents.	approach that was less reliant on reporting.		
Streets, Environment & Homes Sub-Committee	20 July 2022	Sustainable Communities, Regeneration & Economic Recovery Directorate Overview	The Sub-Committee concluded that waste collections for flats above shops were an issue and solutions on this should be fed into the review of the waste contract.	The Sub-Committee recommended that the Cabinet Member for Streets and Environment investigate pilots on waste collection trails for flats above shops.	Executive Mayor Jason Perry	Nick Hibberd
Streets, Environment & Homes Sub-Committee	20 July 2022	Sustainable Communities, Regeneration & Economic Recovery Directorate Overview		The Sub-Committee recommended that the Council produce a Litter Strategy in line with good practice.	Executive Mayor Jason Perry	Nick Hibberd
Streets, Environment & Homes Sub-Committee	20 July 2022	Sustainable Communities, Regeneration & Economic Recovery Directorate Overview	<p>The Sub-Committee concluded that there should be co-ordination between waste collection and street cleansing schedules to improve perceptions of street cleanliness and that this should be fed into the review of the waste contract.</p> <p>The Sub-Committee were pleased to hear that the option of bringing the waste contract in-house was one of the options being appraised as part of the forthcoming review of the contract.</p>	The Sub-Committee recommended Ward Councillor visits to assess street cleaning grading were resumed.	Executive Mayor Jason Perry	Nick Hibberd

Committee	Meeting Date	Agenda Item	Conclusion	Recommendation	Political Lead	Officer Lead
Streets, Environment & Homes Sub-Committee	20 July 2022	Sustainable Communities, Regeneration & Economic Recovery Directorate Overview	The Sub-Committee concluded that there was significant strain on parking income and that a new parking strategy was needed to incorporate current trends in behaviours and the adoption of low emission vehicles.	The Sub-Committee requested clarity on timescales for the new parking strategy and for information on how this would contribute to over net zero plans.	Executive Mayor Jason Perry	Nick Hibberd
Streets, Environment & Homes Sub-Committee	20 July 2022	Revocation of Croydon Suburban Design Guide Supplementary Planning Document 2 (SPD2)	The Sub-Committee were concerned about the use of earmarked reserves for the Local Development Framework / Local Plan to develop the new documentation on residential extensions and alterations and the possibility of abortive costs that could leave the work needed to bring the new Local Plan to adoption under-resourced.		Executive Mayor Jason Perry	Nick Hibberd
Streets, Environment & Homes Sub-Committee	20 July 2022	Revocation of Croydon Suburban Design Guide Supplementary Planning Document 2 (SPD2)	The Sub-Committee were concerned about inequalities of knowledge and resource on planning matters across different communities in the borough.		Executive Mayor Jason Perry	Nick Hibberd

Committee	Meeting Date	Agenda Item	Conclusion	Recommendation	Political Lead	Officer Lead
Streets, Environment & Homes Sub-Committee	20 July 2022	Revocation of Croydon Suburban Design Guide Supplementary Planning Document 2 (SPD2)	The Sub-Committee were concerned that revocation of SPD2 was being recommended to Council without the replacement supplementary planning documentation on residential extensions and alterations ready to take its place as was thought to be best plan making practice which was the process that had been followed for the South Norwood Conservation Area Appraisal and Management Plan.	The Sub-Committee requested that the policy on residential extensions and alterations in national, regional and local planning framework that would be used to determine applications in the absence of SPD2 be provided to the Sub-Committee.	Executive Mayor Jason Perry	Nick Hibberd
Streets, Environment & Homes Sub-Committee	20 July 2022	Revocation of Croydon Suburban Design Guide Supplementary Planning Document 2 (SPD2)	The Sub-Committee were advised by the Cabinet Member for Planning and Regeneration that there was a political mandate for the revocation of SPD2 but Members were of the view that the risks to residents of poor quality residential extensions and alterations in the absence of replacement guidance had not been appropriately assessed.	The Sub-Committee requested more information on the timescales in developing and adopting the new documentation on residential extensions and alterations be provided.	Executive Mayor Jason Perry	Nick Hibberd

Committee	Meeting Date	Agenda Item	Conclusion	Recommendation	Political Lead	Officer Lead
Streets, Environment & Homes Sub-Committee	20 July 2022	Housing Directorate Overview	The Sub-Committee were of the view that recruitment, retention and staff capacity were still major risks within the directorate.		Executive Mayor Jason Perry	Susmita Sen
Streets, Environment & Homes Sub-Committee	20 July 2022	Housing Directorate Overview	The Sub-Committee felt that the Housing Directorate Overview report lacked focus on the private rental sector and felt that more could be done in this area	The Sub-Committee felt that there needed to be a greater emphasis on private sector rental accommodation and recommended that the work undertaken by Generation Rent be reviewed by the directorate and Cabinet Member for Housing to investigate best practice.	Executive Mayor Jason Perry	Susmita Sen
Streets, Environment & Homes Sub-Committee	20 July 2022	Housing Directorate Overview		The Sub-Committee felt that there needed to be greater engagement and partnership working with registered social landlords to increase the numbers of residents moving from temporary and emergency accommodation into permanent housing.	Executive Mayor Jason Perry	Susmita Sen

Committee	Meeting Date	Agenda Item	Conclusion	Recommendation	Political Lead	Officer Lead
Streets, Environment & Homes Sub-Committee	20 July 2022	Housing Directorate Overview	The Committee were concerned about documentation and information management within the directorate and the possible risks that this created for residents at risk of homelessness.	That greater detail on the proposed move to an early intervention and prevention model be provided to Members alongside additional information on information management.	Executive Mayor Jason Perry	Susmita Sen
Scrutiny & Overview Committee	21 July 2022	Opening the Books Review	Following a thorough review of the Opening the Books Review report, the Scrutiny & Overview Committee agreed that commissioning a diagnostic review of the Council's finances was a reasonable action for the new Administration to take and took reassurance from the confirmation that there would be an emphasis on delivering value for money in the outcomes of the review.		Mayor Jason Perry	Jane West
Scrutiny & Overview Committee	21 July 2022	Opening the Books Review	Given there had been repeated instances of past Council budgets being destabilised by unforeseen costs, it was agreed that this would have been mitigated to some extent with more robust forecasting and budget monitoring processes. As such, the Committee welcomed provision of		Mayor Jason Perry	Jane West

Committee	Meeting Date	Agenda Item	Conclusion	Recommendation	Political Lead	Officer Lead
			training for budget managers and finance officers as part of the Opening the Books review, which would help to improve and standardise the forecasting and budget monitoring processes used across the Council.			
Scrutiny & Overview Committee	21 July 2022	Opening the Books Review	Reassurance was taken from the confirmation provided by the Cabinet Member for Finance that the Administration would be taking a 'worst case scenario' approach to setting the budget. which contrasted with the process for setting previous budgets that may have been influenced by an 'optimism bias'. The emphasis on changing the financial culture of the Council towards an organisation that openly reported issues at an early stage was commended by the Committee.		Mayor Jason Perry	Jane West

Committee	Meeting Date	Agenda Item	Conclusion	Recommendation	Political Lead	Officer Lead
Scrutiny & Overview Committee	21 July 2022	Opening the Books Review	It was noted that Council's financial software, Fusion Oracle had been successfully used at other local authorities and that there was a separate project underway to full embed the Fusion Oracle finance system across the Council. The Committee agreed that this work should be a priority, as it would be part of the bedrock for delivering robust financial monitoring systems, that could allow the identification of issues at an early stage. If the outcome from this project was less than optimal there was a significant risk that the budgeting errors of the past could be repeated.	It was recommended that the project to maximise the functionality of the Fusion Oracle financial software should be treated as a priority and resourced accordingly, given the potential high level of risk in the Council budget.	Mayor Jason Perry	Jane West
Scrutiny & Overview Committee	21 July 2022	Opening the Books Review	It was recognised that it was very likely some extremely difficult choices would need to be made to deliver the level of savings required by the Council. It was highlighted that Scrutiny could be used by the Administration as a resource to test any significant service changes to or the discontinuation of services.	It was recommended that the Administration engages in pre-decision scrutiny at an early stage in the budget setting process to consult on significant changes to service provision.	Mayor Jason Perry	Jane West

Committee	Meeting Date	Agenda Item	Conclusion	Recommendation	Political Lead	Officer Lead
Scrutiny & Overview Committee	21 July 2022	Opening the Books Review	Given there had been a significant influx of new Councillors following the election in May, there was a need to provide training for all Members on the budget setting process and should include the production of a guide mapping out the process.	It is recommended that a robust training plan is prepared on the budget setting process for Members to ensure all have the requisite skills and knowledge to make an informed judgement on the proposed budget at the Budget Council meeting.	Mayor Jason Perry	Jane West

This page is intentionally left blank

REPORT TO:	CABINET 14 September 2022
SUBJECT:	<p>Scrutiny Stage 2 Responses to Recommendations arising from:</p> <p>Scrutiny and Overview Committee on 27 April and 27 June 2022;</p> <p>Children and Young People Sub-Committee on 9 March 2022 and</p> <p>Scrutiny Streets, Environment and Homes Sub-Committee on 15 March 2022.</p>
LEAD OFFICER:	<p>Stephen Lawrence-Orumwense (Monitoring Officer)</p> <p>Adrian May – Interim Head of Democratic Services</p>
CABINET MEMBER:	All
WARDS:	All
<p>COUNCIL PRIORITIES 2020-2024</p> <p>The Council’s Constitution requires that Cabinet receives recommendations from the Council’s scrutiny committees and responds to the recommendations within two months from receipt of these.</p>	
<p>FINANCIAL IMPACT</p> <p>The recommendations in the appendix to this report may have financial implications and as each recommendation accepted is developed, the financial implication will be explored and approved.</p>	
<p>FORWARD PLAN KEY DECISION REFERENCE NO: This is not a key decision.</p>	

The Executive Mayor, in Cabinet, has the power to make the decisions set out in the recommendation below:

1. RECOMMENDATION

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

2. EXECUTIVE SUMMARY

- 2.1 This report invites the Cabinet to approve the full response reports arising from the Stage 1 reports presented to the Cabinet meeting held on 6 July 2022, including:
- Action plans for the implementation of agreed recommendations, or

- Reasons for rejecting the recommendations

and that these be reported to the Scrutiny and Overview Committee or relevant Sub-Committees.

- 2.2 The Constitution requires that in accepting a recommendation, with or without amendment, from a Scrutiny and Overview Committee or Sub-Committee, the Cabinet shall agree an action plan for the implementation of the agreed recommendations and shall delegate responsibility to an identified officer to report back to the Scrutiny and Overview Committee or Sub-Committee, within a specified period, on progress in implementing the action plan.

3. SCRUTINY RECOMMENDATIONS

- 3.1 The Scrutiny recommendations are contained in the schedule in the appendix to this report.
- 3.2 The detailed responses, including reasons for rejected recommendations and action plans for the implementation of agreed recommendations are also contained in the appendix.
- 3.3 A response to the recommendations made in both parts of the report of the Scrutiny Task & Finish Group – Managed Moves In The London Borough Of Croydon (Considered by Children & Young People Sub-Committee in February and July respectively) is being prepared for the next Cabinet meeting on 12 October 2022.

4. CONSULTATION

- 4.1 The recommendations have been developed from the deliberations of either the Scrutiny and Overview Committee or one of its Sub-Committees.
- 4.2 The recommendations in the appendix to this report may involve further consultation and as each recommendation is developed, these implications will be explored and approved.

5 PRE-DECISION SCRUTINY

- 5.1 The recommendations in the appendix to this report are the result of Pre-Decision Scrutiny.

6. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 6.1 The recommendations in this report may have a financial implication and as each recommendation is developed the financial implication will be explored and approved.

7. LEGAL CONSIDERATIONS

- 7.1 The Constitution requires that Cabinet both receives recommendations from Scrutiny Committees and responds to the recommendations within two months of their receipt.

8. HUMAN RESOURCES IMPACT

8.1 The recommendations in the appendix to this report may have a Human Resources impact and as each recommendation is developed these implications will be explored and approved.

9. EQUALITIES IMPACT

9.1 The recommendations in the appendix to this report may have an Equalities impact and as each recommendation is developed, these implications will be explored and approved.

10. ENVIRONMENTAL IMPACT

10.1 The recommendations in the appendix to this report may have an Environmental impact and as each recommendation is developed, these implications will be explored and approved.

11. CRIME AND DISORDER REDUCTION IMPACT

11.1 The recommendations in the appendix to this report may have a Crime and Disorder reduction impact and as each recommendation is developed, these implications will be explored and approved.

12. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

12.1 These are contained in the appendix to this report.

13. OPTIONS CONSIDERED AND REJECTED

13.1 These are contained in the appendix to this report.

14. DATA PROTECTION IMPLICATIONS

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

The recommendations in the appendix to this report may involve the processing of 'personal data' and as each recommendation is developed, these implications will be explored and approved.

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

NO

The recommendations in the appendix to this report may require a DPIA and as each recommendation is developed, these implications will be explored and a DPIA carried out where necessary.

CONTACT OFFICER:

Adrian May, Interim Head of Democratic Services
T: 020 8726 6000 X 62529. Email: adrian.may@croydon.gov.uk

APPENDICES:

Appendix A: Scrutiny Stage 2 Responses

BACKGROUND DOCUMENTS:

Background Document 1:

Report to Scrutiny & Overview Committee on 27 April 2022.
<https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=166&MId=3075>

Background Document 2:

Report to Children & Young People Sub-Committee on 9 March 2022
<https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=167&MId=2992>

Background Document 3:

Report to Streets, Environment & Homes Sub-Committee on 15 March 2022.
<https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=170&MId=2577>

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
-------------------------	-------------	--	---	--------------------	----------------------------	--	---

Report: Call In: Asset Disposal as part of the Interim Asset Disposal Strategy (Considered by Scrutiny & Overview Committee on 27 April 2022)

1. It is recommended that local Members are kept informed on the progress made with finding a new venue for the New Addington Boxing Club.	The commitment from the Cabinet Member for Resources and Financial Governance and council officers to working with the New Addington Boxing Club to find a new venue was welcomed.	Councillor Jason Cummings	Accept The Asset Team have been working with ward councillors and Cllr Stranack to find a new site.	Jane West		In process	
2. It is recommended that the Council continued to support the New Addington Boxing Club until its search for a new home has been successfully concluded.	Confirmation was also welcomed that there were two potential options under consideration as a future home for the boxing club. The Committee agreed that the Council had a moral obligation to support the club with its search for a new home and should continue to assist with this search even if it was not resolved before the end of the year	Councillor Jason Cummings	Accept As part of the site finding exercise, the Health Authority's contractor is also considering help (either financial or practical with building modification works) to assist in the relocation during 2022 calendar year	Jane West		End Dec 2022	
3. It is recommended that the process used by the Council when delivering large scale projects is reviewed to ensure that an appropriate level of consultation and community engagement can be	The concerns raised by the Committee about the level of community engagement on this asset disposal echoed previously raised concerns about how the Council consulted on capital projects. It was agreed that the process for delivering any such	Councillor Jason Cummings	Accept Local Engagement has always been key to such matters and ward councillors have previously been kept informed through written correspondence. As this has not proven to be	Jane West		End Dec 2022	

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
built into the process as standard practice.	projects needed to be reviewed to ensure there was sufficient time to build an appropriate level of consultation into future projects.		successful in this instance, it maybe, that more formal briefings via Teams / On Site / Face to face are piloted to ensure a better outcome.				
Report: Update on the Housing Improvement Board, and the development of the Croydon Housing Improvement Plan (Considered by Streets, Environment & Homes Sub-Committee on 15 March 2022)							
<p>1. The Sub-Committee further agreed with the Housing Improvement Board's feedback that any changes to the plan should be agreed by the Board (not just delegated as per the Cabinet recommendation).</p>	<p>The Sub-Committee recognised that a lot of work had gone into delivering the improvement plan and improving housing conditions, though this had not happened as quickly as desired. This meant that a number of key milestones in the plan were scheduled for later than the Sub-Committee would have liked to have seen. The Sub-Committee recognised that this was at least in part due to the need to create capacity within the service and Members were reassured that the corporate Programme Office was now playing a full role in helping to manage delivery of the plan.</p>	<p>Councillor Lynne Hale</p>	<p>REJECT</p> <p>The role of the Housing Improvement Board is to support improvement to the Council's landlord services and provide both assurance and advice to Cabinet. The Housing Improvement Board does not have decision-making powers with regards to the Housing Improvement Plan, as outlined in the <u>terms of reference</u>. The recommendation is rejected on the basis that changes to the Plan do not need to be agreed by the Housing Improvement Board. In the <u>Housing Improvement Board's independent report on the Housing Improvement Plan</u>, the Board recommended that changes to the Plan be approved by Cabinet, not the Board itself.</p>	<p>Susmita Sen</p>	<p>Not applicable</p>	<p>Not applicable</p>	<p>Not applicable</p>

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
2. The Sub-Committee to receive the detailed programme documentation followed by an officer briefing on it.	The Sub-Committee were reassured that the plan was underpinned by a professional and robust programme management approach and was of the view that they would be further reassured if the detailed programme could be shared with them for review at a future meeting	Councillor Lynne Hale	ACCEPT	Susmita Sen	No financial implications	A finalized version of the Housing Improvement Plan will be presented to Cabinet in November 2022. Detailed programme documentation and an officer briefing will be provided to the Streets, Environment & Homes Scrutiny Sub-Committee in January 2023.	Cabinet 16 th November 2022. Streets, Environment & Homes Scrutiny Sub-Committee 31 st January 2023.
3. That although a streamlined version of the plan for ease of access is welcome, the plan available publicly should be amended to include greater detail on when specific actions would be delivered by; who would be responsible for delivering them; the processes that would be used for managing their delivery; and a clear sense of how improvement actions would be delivered. This should include the order in which actions are being prioritised. Any prioritised	Given the urgency around Housing and Tenants improvement, the Sub-Committee felt that it should continue to scrutinise progress of the delivery of the Improvement Plan on a six-monthly basis.	Councillor Lynne Hale	REJECT As per the response to Recommendation One, the Housing Improvement Board does not have decision-making powers in relation to the Housing Improvement Plan. The Housing Directorate notes that the revised Housing Improvement Plan should provide sufficient detail to enable effective scrutiny from our external stakeholders. Nonetheless, the officers responsible for delivering the actions will not be publicized. Detailed action plans will be created by the individuals leading the workstreams and will be available to the Scrutiny Sub-Committee upon request.	Susmita Sen	Not applicable	Not applicable	Not applicable

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
<p>amendments should be approved by the Housing Improvement Board so there is a clear line of understanding and justification. The committee feels that would help address the Ark's report point on the importance of improving clear lines of accountability</p>							
<p>Page 74</p> <p>4. Considering key risks inherent to staffing capacity within the organisation, the Sub-Committee would welcome an update on staffing capacity to deliver the plan by the incoming permanent Corporate Director of Housing at a future meeting in no later than 3 months' time.</p>	<p>The Sub-Committee recognised that delivery of the Improvement Plan was entirely dependent upon staffing capacity within the organisation, and felt that it would be beneficial for the incoming permanent Corporate Director of Housing to provide an update on staffing capacity to deliver the plan to a future meeting in approximately 3 months' time.</p>	<p>Councillor Lynne Hale</p>	<p>ACCEPT</p>	<p>Susmita Sen</p>	<p>The financial implications of ensuring that there is sufficient staffing capacity to deliver the Plan have already been approved.</p>	<p>To be provided at November Cabinet, and January 2023 Streets, Environment & Homes Scrutiny Sub-Committee.</p>	<p>16th November Cabinet, and 31st January 2023 Streets, Environment & Homes Scrutiny Sub-Committee.</p>
<p>5. While recognising that they are separate assurance processes, it is recommended that, in order to avoid duplication of monitoring of the delivery of the</p>		<p>Councillor Lynne Hale</p>	<p>REJECT</p> <p>Whilst the Housing Improvement Board does not have decision-making powers in relation to the Housing Improvement Plan. The Housing Improvement</p>	<p>Susmita Sen</p>	<p>Not applicable</p>	<p>Not applicable</p>	<p>Not applicable</p>

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
<p>improvement plan, the Sub-Committee should meet with the Independent Housing Improvement Board to discuss the roles that both forums play in monitoring and scrutinising the delivery of the plan with recommendations noted and agreed before any amendments of the plan are finalised; and how the two forums can work as value adding partners in this important role.</p>			<p>Board is an independent Board, and is therefore independent from both the Council's executive and scrutiny functions.</p>				
<p>6. That Cabinet assures itself that risks relating to document management (incl. version control) are being properly mitigated by having good practice documentation management and retention systems in place. This would enable the plan being treated as a live / rolling document without risks while enhancing transparency of how</p>		<p>Councillor Lynne Hale</p>	<p>REJECT</p> <p>A live version of the Housing Improvement Plan will not be publicly available due to the version control issues the recommendation notes and the unavailability of a technical solution to mitigate these issues. Changes and updates to the Plan will, however, be closely monitored internally to ensure a single version of the Plan.</p>	<p>Susmita Sen</p>	<p>Not applicable</p>	<p>Not applicable</p>	<p>Not applicable</p>

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
the plan evolves over the improvement journey.							
7. On engagement, the Sub-Committee is reiterating a previous recommendation to produce an engagement and communications plan to be appended to the Improvement Plan and reviewed by the sub- committee and the Housing Improvement Board before approval. This should be done no later than the next 3 months as this was raised at the Sub-Committee July's meeting		Councillor Lynne Hale	<p style="text-align: center;">REJECT</p> <p>The recommendation has been rejected on the basis that the draft Residents' Charter, adopted by the Executive Mayor in June 2022, supersedes a Communication & Engagement Plan. The development of the Residents' Charter will include the fundamental review of the Council's engagement with residents to ensure engagement that is meaningful and effective.</p>	Susmita Sen	Not applicable	Not applicable	Not applicable
8. That Cabinet assures itself that risks relating to the delivery of the new Housing Service IT system, would impede many actions of the plan and should therefore be prioritised as this new system would enable a significant improvement in enabling data		Councillor Lynne Hale	<p style="text-align: center;">ACCEPT</p>	Susmita Sen	No	Highlight report and presentation detailing the use of NEC Housing data as business intelligence presented to January Streets, Environment & Homes Scrutiny Sub-Committee	31 st January 2023 Streets, Environment & Homes Scrutiny Sub-Committee

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
collection on contacts made to the Housing teams – the analysis of which could be passed onto residents, members and others in a timely manner.							
9. The Sub-Committee reiterated a previous recommendation from its July Committee that data from the responsive repairs contractor must be shared with the appropriate Management team in order to form a dedicated plan to deal with historic repetitive calls and have a more responsive and effective prioritisation of repairs calls as well as flagging any repetitive calls that would require management to intervene to speed up resolution thus improving tenant's experience		Councillor Lynne Hale	ACCEPT	Susmita Sen	No	Presentation from relevant officer at January Streets, Environment & Homes Scrutiny Sub-Committee in relation to the use of responsive repairs data as business intelligence	31 st January 2023 Streets, Environment & Homes Scrutiny Sub-Committee
10. That Cabinet also considers the comments and recommendations			REJECT Cabinet considered the comments and recommendations made on		No	A further iteration of the Housing Improvement Plan will be brought back to the Streets, Environment & Homes	31 st January 2023 Streets, Environmen

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
made on the Improvement Plan by the Independent Housing Improvement Board for inclusion in future iterations of the Plan which are then brought back to the Sub Committee and Housing Improvement Board for consideration.		Councillor Lynne Hale	the Housing Improvement Plan by the Independent Housing Improvement Board at <u>March 2022 Cabinet</u>	Susmita Sen		Scrutiny Sub-Committee in January 2023.	t & Homes Scrutiny Sub-Committee

Report: Housing Revenue Account Business Plan (Considered by Streets, Environment & Homes Sub-Committee on 15 March 2022)

Page 78

1. That, given the current healthy level of reserves available to the HRA, Cabinet gives consideration to seeking external capacity and resources in order to expedite the stock condition work and to accelerate the development of the asset management strategy.	The Sub-Committee was not confident that the service had the required staffing capacity to deliver the works detailed in the plan and was concerned that lack of capacity and necessary skills would impede its delivery. The Sub-Committee highlighted the example that while the Council had capacity challenges in ensuring that it maintained an effective stock register, it would be unlikely that there would be capacity to deliver the actions related to achieving carbon neutrality within eight years.	Councillor Lynne Hale	REJECT Stock condition survey work has already begun. The contract specification was presented to and approved by the Contracts & Commissioning Board in June 2022. The contract will be awarded in September 2022 with the first tranche of data available in January 2023.	Susmita Sen	n/a	n/a	n/a
---	--	-----------------------	---	-------------	-----	-----	-----

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
<p>2. That given the significant rise in energy costs, consideration be given to prioritising insulation works in the cyclical repair programme in advance of future Homes Improvement Grant funding becoming available through the Social Housing Decarbonisation Fund, priority for this must be met through having sufficient staff allocation and resources</p>	<p>The Sub-Committee questioned the basis on which the £27m budget for cyclical repairs had been set. Members were concerned that as greater levels of staffing capacity became available, the service would identify greater levels of need for repair and improvement works and that funds may be taken from the HRA reserves in the case of an over spend on the budgets allocated</p>	<p>Councillor Lynne Hale</p>	<p>ACCEPT</p> <p>The Housing Assets team have undertaken an analysis of stock condition information and identified homes that require fabric improvement in order to improve their thermal efficiency. Homes have been shortlisted based on type and location in order to scope out a rolling programme of improvements which will be coordinated with the overall cyclical repairs programme. A quantity survey has provided guidance costs and 'soft market testing' has been undertaken with suitable suppliers and contractors. A specialist energy efficiency consultant has been appointed to undertake energy modelling and specialist home surveys, in line with PAS 2035 legislation. An application to the Social Housing Decarbonisation Fund is being prepared and will be submitted in October 2022.</p>	<p>Susmita Sen</p>	<p>No</p>	<p>Application to the Social Housing Decarbonisation Fund will be submitted in October 2022. An update will be provided to the Streets, Environment & Homes Scrutiny Sub-Committee in November 2022.</p>	<p>Update to be provided to the Streets, Environment & Homes Scrutiny Sub-Committee on 15th November</p>
<p>3. The Sub-Committee noted that the housing department still had work to do in meeting some good practice principles, such as having an Asset Management Strategy, Treasury</p>	<p>The Sub-Committee noted that the Plan does not include any future projects and that this would remain the case until the Asset Management Strategy was developed.</p>	<p>Councillor Lynne Hale</p>	<p>REJECT</p> <p>Work on the Asset Management Strategy has begun. Engagement with residents regarding the Strategy is being undertaken in September and October 2022. A draft of the core</p>	<p>Susmita Sen</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
<p>Management and that some elements of governance were being established and recommends that Cabinet acknowledges these shortcomings to the plan and asks the Housing Improvement Board to help it set an appropriate timetable for delivering these outstanding actions</p>			<p>strategy will be available in March 2023.</p> <p>The gaps in the existing Housing Improvement Plan were acknowledged by Cabinet in both March and July 2022. The timetable for addressing the gaps in the Plan has been agreed; the revised Plan will be presented to Cabinet in November 2022.</p>				
<p>4. That Cabinet states more clearly in the HRA business plan the costs, budget and overall relationship with the delivery of the Housing Improvement Plan in cooperation with the members of the Housing Improvement Board</p>	<p>That future iterations of the business plan need to be informed by a thorough understanding of what aspects of demand the council's housing stock will lead on meeting when considered in the broader context of all Croydon's social housing providers. As such, the Sub-Committee would welcome the development of a clearer housing supply strategy that involved tenants in choosing which capital investments should be prioritised</p>	<p>Councillor Lynne Hale</p>	<p>ACCEPT</p> <p>The alignment between the Housing Improvement Plan and the HRA Business Plan is a key interest of the Housing Improvement Board. The Board will assure itself of the alignment between the two documents across the next six months.</p>	<p>Susmita Sen</p>	<p>Yes</p> <p>Financial implications will be outlined in the HRA Business Plan & Capital Programme Cabinet Paper to February 2023 Cabinet</p>	<p>The delivery of the Housing Improvement Plan will be reflected in the HRA Business Plan & Capital Programme Update Cabinet Paper to February 2023 Cabinet</p>	<p>14th March 2023</p> <p>Streets, Environment & Homes Scrutiny Sub-Committee</p>

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
-------------------------	-------------	--	---	--------------------	----------------------------	--	---

Report: Update from Executive Mayor (Considered by Scrutiny & Overview Committee on 27 June 2022)

<p>1. That the SRAs of Cabinet Members are revisited, in consultation with London Councils' Independent Panel on the Remuneration of Members in London, in light of the reduced responsibilities of Cabinet Members and the financial position of the Council and the need to protect public finances.</p>	<p>The Committee were of the view that more detail was required to effectively scrutinise the plans resulting from the Executive Mayor's priorities. Members were encouraged that the Executive Mayor was supportive of scrutiny and the planned addition of a Housing Scrutiny Sub-Committee as well as the planned adoption of a published six-month Forward Plan.</p> <p>Members welcomed plans on co-production of services and community engagement but felt that this lacked detail.</p>	<p>Executive Mayor Jason Perry</p>	<p>While the Executive Mayor has not currently chosen to delegate decision making responsibilities, similarly to under the previous 'strong Leader' model, Cabinet Members hold a range of responsibilities as set out in the Cabinet Member role profile received by Ethics Committee in September 2021 which states:</p> <p><i>'A Cabinet Member holds strategic responsibility for, and is accountable for, a named portfolio of services, including the initiation of specific relevant policy. They provide collective and individual leadership as part of the Cabinet. The Cabinet Member represents and champions the Council on outside organisations, and contributes the Council's perspective to national, regional and sub-regional bodies, feeding back insights and learning to inform the Council's decision-making.'</i></p>	<p>Stephen Lawrence-Orumwense</p>			
--	--	------------------------------------	---	-----------------------------------	--	--	--

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
			<p>The current Special Responsibility Allowance (SRA) for a Croydon Cabinet Member was agreed by Council on 23rd March 2022. This set the Cabinet Member SRA level at £27,503.20. This is significantly below the most recent London Councils' Independent Panel on the Remuneration of Members in London report which recommended an SRA for Cabinet Members of between £39,860 and £47,271.</p> <p>However officers have been asked to review all SRAs ahead of the Budget setting process for next year.</p>				
<p>2. To meet the Executive Mayors central priority of creating a Council that listens to residents, there needs to be an overarching Community Engagement Strategy to guide when and how the Council will engage with the local community. This</p>	<p>The Committee were of the view that more detail was required to effectively scrutinise the plans resulting from the Executive Mayor's priorities. Members were encouraged that the Executive Mayor was supportive of scrutiny and the planned addition of a Housing Scrutiny Sub-</p>	<p>Mayor Jason Perry</p>	<p>A new Corporate Plan is currently in development and will be supported by the development of a new communications and engagement strategy setting out how the Council will engage with the local community.</p>	<p>Elaine Jackson</p>			

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
<p>should set out the Executive Mayor's vision for community engagement in the design of services and strategies and how the Council will actively look to engage with hard-to-reach groups</p>	<p>Committee as well as the planned adoption of a published six-month Forward Plan.</p> <p>Members welcomed plans on co-production of services and community engagement but felt that this lacked detail</p>						
<p>3. That consideration is given to the utilisation of citizen's assemblies to engage with residents on contentious topics such as carbon reduction and healthy neighbourhoods, alongside recommendations on resident engagement in the Independent Governance Review from 2020.</p>	<p>The Committee were of the view that more detail was required to effectively scrutinise the plans resulting from the Executive Mayor's priorities. Members were encouraged that the Executive Mayor was supportive of scrutiny and the planned addition of a Housing Scrutiny Sub-Committee as well as the planned adoption of a published six-month Forward Plan.</p> <p>Members welcomed plans on co-production of services and community engagement but felt that this lacked detail</p>	<p>Mayor Jason Perry</p>	<p>Listening to Croydon is a key part of the Mayor's agenda including introducing new forums for residents to be able to contribute to decision making and hold the political leadership to account.</p> <p>The Council can consider the use of different engagement techniques as part of the Healthy Neighbourhood programme as part of the engagement process but it is necessary to follow formal statutory processes for Traffic related schemes.</p>	<p>Nick Hibberd</p>	<p>Potentially additional cost but not known at this stage</p>		

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
<p>4. Given the Mayor's acknowledgment that there was greater value for KPIs to be independently tested, the Committee would request to be involved in developing the KPIs which will monitor and evaluate the performance of implementing the Executive Mayor's priorities.</p>	<p>The Committee were of the view that more detail was required to effectively scrutinise the plans resulting from the Executive Mayor's priorities. Members were encouraged that the Executive Mayor was supportive of scrutiny and the planned addition of a Housing Scrutiny Sub-Committee as well as the planned adoption of a published six-month Forward Plan.</p> <p>Members welcomed plans on co-production of services and community engagement but felt that this lacked detail</p>	<p>Mayor Jason Perry</p>	<p>Accept</p> <p>The proposed KPIs will be developed to align with the Mayor's Strategic Plan. These will be shared with the Scrutiny and Overview Committee for comment.</p>	<p>Elaine Jackson</p>	<p>None</p>	<p>End November 2022</p>	
<p>5. The role of Youth Mayor should be reviewed to ensure that it can be an effective mechanism for youth engagement and be involved in developing the Youth Safety Strategy.</p>	<p>The Committee were of the view that more detail was required to effectively scrutinise the plans resulting from the Executive Mayor's priorities. Members were encouraged that the Executive Mayor was supportive of scrutiny and the planned addition of a Housing Scrutiny Sub-Committee as well as</p>	<p>Mayor Jason Perry</p>	<p>Accept</p> <p>The role of Youth Mayor will be reviewed in due course.</p>	<p>Debbie Jones</p>			

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
	<p>the planned adoption of a published six-month Forward Plan.</p> <p>Members welcomed plans on co-production of services and community engagement but felt that this lacked detail</p>						
<p>6. That it was essential to launch a campaign for fairer funding if the Secretary of State does not respond satisfactorily to the initial letter from the Executive Mayor.</p>	<p>The Committee were of the view that there was insufficient detail on how the Executive Mayor's priorities would be funded. As the Section 151 Officer confirmed that other areas would need to be deprioritised make way for new spending, the Committee agreed that further information was needed to understand the risk of deprioritising services. The Committee welcomed plans to introduce a 'bidding unit' to bring in more external funds for Croydon.</p> <p>Members supported a fairer funding campaign dependent on the Secretary of State's response to the Executive Mayor's letter on the matter. The</p>	<p>Mayor Jason Perry</p>	<p>Accept</p> <p>The Administration will continue to argue for fair funding and engage with Government at all levels to make the case.</p>	<p>Jane West</p>	<p>No</p>	<p>Regular meetings to discuss the Council's financial position are being held by the Chief Executive and the Corporate Director of Resources with senior civil servants in the Department for Levelling UP, Housing and Communities.</p> <p>Once a new Government is in place, a letter will be sent by the Mayor to the new Secretary of State setting out the challenges faced by Croydon but also the actions being taken to return the Council to financial sustainability.</p>	<p>November 2022</p>

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
Page 86	Committee felt that there were risks in seeking additional income that addressed Capital but not Revenue funding which did not alleviate budgetary pressures which were compounded by inflationary pressures					<p>No action has been taken by government in 2022 to progress any changes to the local government funding regime.</p> <p>There is now insufficient time to make any changes for 2023/24 and therefore a further 'roll-over' of the current arrangements is expected into 2023/24.</p> <p>The Mayor and senior officers will continue to engage with government on the issue of local government financing</p>	
7. That a paper on the number of properties built by area, and application approval rates alongside appeal outcomes information should be requested to inform the meeting of the Streets, Environment & Homes Sub-Committee.	The Committee was concerned that the risks of revoking SPD2 and the timescales of implementing replacement documentation had not been well considered and that legal advice on the revocation had not been provided in advance of the meeting. Members were	Councillor Jeet Bains	Reject - The SPD2 revocation Cabinet Report outlines the resource requirements associated with the revocation of SPD2 and the recommendation of a replacement residential extensions and alterations SPD. The implications of the Levelling Up and Regeneration Bill will need to be considered once the content and requirements of the final Act are known.	Nick Hibberd	The SPD2 revocation Cabinet Report sets out the final implications at paragraphs 5.1.5 & 5.1.6.		

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
	<p>concerned that the level of resource in the planning service had not been considered and that work would need to be duplicated once the Levelling Up Bill came into effect.</p> <p>Members were of the view that the Local Plan itself did not provide sufficient protections in the absence of a design code once SPD2 was revoked</p>		<p>Reject - Planning applications are determined in accordance with the development plan, unless material considerations indicate otherwise. For the type of proposals formally covered under SPD2, the development plan is the Local Plan 2018 and London Plan 2021. Proposals are considered against the development plan as a whole. However, Local Plan 2018 Policy DM10 – Design and Character and London Plan 2021 H2 – Small Sites are likely to be engaged most regularly for this form of development.</p>		None		
<p>8. That a risk analysis on the revocation of SPD2 was provided to the Streets, Environment & Homes Sub-Committee including timescales for the replacement guidance to be enacted.</p>	<p>The Committee was concerned that the risks of revoking SPD2 and the timescales of implementing replacement documentation had not been well considered and that legal advice on the revocation had not been provided in advance of the meeting. Members were concerned that the level of resource in the planning service had not</p>	<p>Councillor Jeet Bains</p>	<p>Reject – The SPD2 revocation Cabinet Report outlines the considerations and justification for the immediate revocation. The SPD2 revocation Cabinet Report covers the legal advice and legislation regarding revocation.</p>	<p>Nick Hibberd</p>	None		

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
	<p>been considered and that work would need to be duplicated once the Levelling Up Bill came into effect.</p> <p>Members were of the view that the Local Plan itself did not provide sufficient protections in the absence of a design code once SPD2 was revoked</p>						
<p>Page 88</p> <p>9. That a revised strategy for achieving carbon neutrality by 2030 is delivered as a priority, setting out a clear roadmap for how the target will be achieved and explaining the rationale for the measure that have not been included.</p>	<p>The Committee welcomed the revisitation of Croydon's Carbon Reduction Plan, as there was concern that current plan was inadequate for meeting the Council's net zero targets. It was hoped that this would lead to the Plan being strengthened, made more strategic and with a clear road map for delivery.</p> <p>Members felt that there was little detail on the reduction of private vehicle usage and road traffic and hoped that more explicit proposals on this were forthcoming</p>	<p>Councillor Scott Roche</p>	<p>Accepted</p> <p>The council will review the carbon neutral action plan and set out how it will lead to reduce carbon emission in the borough.</p>	<p>Nick Hibberd</p>	<p>Not known at this stage.</p>	<p>A progress report will be added to the cabinet forward plan for February 2023</p>	

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
10. For more information to be provided on how future revisions to the Local Plan will help to achieve climate change targets.	<p>The Committee welcomed the revisitation of Croydon's Carbon Reduction Plan, as there was concern that current plan was inadequate for meeting the Council's net zero targets. It was hoped that this would lead to the Plan being strengthened, made more strategic and with a clear road map for delivery.</p> <p>Members felt that there was little detail on the reduction of private vehicle usage and road traffic and hoped that more explicit proposals on this were forthcoming</p>	Councillor Jeet Bains	<p>Accepted</p> <p>The Local Plan Review will set climate change (carbon reduction) targets that accord with national and London Plan planning policy</p>	Nick Hibberd	This recommendation will be funded from the Local Plan Review budget	The timetable will be as set out for the Local Plan Review to be published in due course.	

Report: Responsive Repairs Contract (Considered by Scrutiny & Overview Committee on 14 June 2022)

1. That the scope for bringing all or part of the current responsive repairs service in house is evaluated as a priority to ensure that the outsourcing delivery model proposed by the Council offers the best outcomes for residents.		Councillor Lynne Hale	<p>ACCEPT</p> <p>A risk based evaluation has already been undertaken which has informed our approach.</p> <p>The evaluation identified that the best outcome for residents would be achieved by continuing to contract services from</p>	Susmita Sen	Financial implications of accepting the recommendation were outlined in the June 2022 Repairs Reprocurement Cabinet report.	Not applicable	
--	--	-----------------------	--	-------------	---	----------------	--

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
			<p>the private sector, with the contact centre brought in house.</p> <p>Considering the time constraints and current capability and capacity of the organisation the risk to insourcing additional elements of the service were assessed as being too high.</p> <p>Subject to future review, provision has been built into tender documents to allow further insourcing of services at a later date.</p>				
<p>2. That there should be periodic reviews of the delivery model, including an options appraisal on the benefits of insourcing either all or part of the service, to ensure the optimal structure is in place</p>		<p>Councillor Lynne Hale</p>	<p>ACCEPT</p> <p>Regular reviews of the service should be undertaken to determine if the service provided is fit for purpose.</p> <p>We would want an annual open book approach, with a more detailed review ahead of extension points.</p>	<p>Susmita Sen</p>	<p>Not applicable</p>	<p>Review of performance undertaken annually, the first review being after the first full year of operation – 2024/25.</p>	
<p>3. That the current re-procurement and delivery of the new responsive repairs contract should be informed by best practice and experience from other local authorities</p>		<p>Councillor Lynne Hale</p>	<p>ACCEPT</p> <p>Scrutiny reviewed the approach to ensuring best practice is adopted. This should be reviewed on a regular basis and should include (but not limited to)</p>	<p>Susmita Sen</p>	<p>Not applicable</p>	<p>Reviews already undertaken as part of the preparation for tender.</p> <p>Review of best practice should be an ongoing exercise,</p>	

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
			review of benchmarking of performance data through benchmarking organisations such as HouseMark, benchmarking with other organisations through London Council's for example and peer reviews.			with specific focus at the annual reviews. The first annual review will be after the first full year of operation – 2024/25	
4. That the key performance indicators created to performance manage the new contracts are reviewed by Scrutiny before they are signed off.		Councillor Lynne Hale	<p style="text-align: center;">REJECT</p> <p>Scrutiny have had the opportunity to shape the KPIs through scrutiny meetings. If there are further recommendations they can be considered as these are developed.</p> <p>However – we would want to keep Members abreast of the procurement development ahead of final contract award.</p>	Susmita Sen	Not applicable	Not applicable	Not applicable
5. That provision for a compensation scheme for residents who experience poor performance , and paid for by the contractor, is included in the contracts for the new service. The Committee would ask to be kept updated on the outcome of this work.		Councillor Lynne Hale	<p style="text-align: center;">REJECT</p> <p>We recognise that the complaints system has not always worked for residents. As part of the housing improvement plan we will be working with residents to review the complaints and compensation approach to bring in line with best practice and the ombudsman</p>	Susmita Sen	Not applicable	Not applicable	Not applicable

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
6. That the use of technology to improve the level of communication with residents needs to be set as a minimum expectation in the tender specification.		Councillor Lynne Hale	ACCEPT	Susmita Sen	Not applicable	Review of performance undertaken annually, the first review being after the first full year of operation – 2024/25. This will review the resident experience, including communication/ technology.	
7. That Housing Services commits to ensuring that the Tenant Handbook is updated and distributed to all residents to ensure they are aware of the level of service they can expect, how to access these services, how to complain when the expected service is not delivered along with confirmation of their dedicated Housing Officer.		Councillor Lynne Hale	REJECT We recognise that we need to listen to our residents better and respond to their needs. The Residents' Charter will pave the way for resetting the relationship with residents and reworking our services and standards.	Susmita Sen	Not applicable	Not applicable	Not applicable
8. That a political commitment is given to ensuring that the caretaker/handyman service for Council housing is fully resourced and trained		Councillor Lynne Hale	REJECT We cannot predetermine future decisions on specific services however we will ensure that all housing staff have the necessary skills, training and support to deliver the	Susmita Sen			

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
			best outcomes for residents.				
9. The expectations of the Council on contractors to improve the culture of the staff transferred through TUPE needs to be clearly set out in the contract, with accompanying performance measures to track progress.		Councillor Lynne Hale	ACCEPT Our requirements have been shaped by residents, and are set out in the contract. Residents are involved at the evaluation stages specifically looking at the culture and resident experience.	Susmita Sen	Not applicable	Complete. Resident focus groups help shape the expectation which is within the tender documents. Residents are part of the evaluation panel to assess tenders	
10. That sufficient capacity is allocated to ensure the delivery of the culture change programme within the Housing Service can be progressed as far as possible by the time the new contracts are awarded.		Councillor Lynne Hale	ACCEPT	Susmita Sen	The financial implications of ensuring that there is sufficient staffing capacity to deliver the culture change programme is currently being assessed.	An update on staff capacity to deliver the culture change programme and the Housing Improvement Plan will be provided to November 2022 Cabinet.	31 st January Streets, Environment & Homes Scrutiny Sub-Committee
11. That the estimated figures provided for the cost of the contract are reviewed and replaced with a cost range, to take account of the uncertainty in both the national and world economy.		Councillor Lynne Hale	REJECT The cabinet paper already recognises the uncertainties in the market and estimated figures are exactly that – an estimate. The value is based upon 4 years of data from the open book reviews with inflationary uplift applied based upon the Office	Susmita Sen	Not applicable	Not applicable	Not applicable

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
			for Budget Responsibility's forecast.				
<p>12. That the tender documents explicitly set out the Council's social value priorities it expects bidders to deliver, particularly in terms of local employment, supporting the local suppliers and climate change commitments.</p>		Councillor Lynne Hale	<p style="text-align: center;">REJECT</p> <p>The tender documents have articulated the Council's social value priorities. Unlike previous contracts which were not properly monitored, measurable KPIs for social value will be included in the final contracts.</p> <p>We would want to keep Members abreast of the procurement development ahead of final contract award.</p>	Susmita Sen	Not applicable	Not applicable	Not applicable
<p>13. That the measures to track the delivery of the social value aspect within the new contracts are reviewed by Scrutiny before they are signed off.</p>		Councillor Lynne Hale	<p style="text-align: center;">REJECT</p> <p>Scrutiny have had the opportunity to shape the KPIs through the scrutiny meetings. If there are further recommendations they can be considered as these are developed.</p>	Susmita Sen	Not applicable	Not applicable	Not applicable

REPORT TO:	CABINET 14 September 2022
SUBJECT:	Tackling Violence Against Women and Girls: Statement of Intent
LEAD OFFICER:	Nick Hibberd Corporate Director of Sustainable Communities, Regeneration and Economic Recovery Kristian Aspinall Interim Director of Culture and Community Safety
CABINET MEMBER:	<i>Councillor Ola Kolade</i> Cabinet Member for Community Safety
WARDS:	All

SUMMARY OF REPORT:

The 'Tackling Violence Against Women and Girls (VAWG)' Statement of Intent report outlines:

- 1) The prevalence and levels of VAWG in Croydon
- 2) Our work to tackle this
- 3) The Mayor's commitment to tackling VAWG

FINANCIAL IMPACT:

There are no significant financial impacts from the Policy identified and no additional funding is being requested.

KEY DECISION REFERENCE NO.:

Not a key decision

RECOMMENDATIONS:

The Executive Mayor, and Cabinet, is recommended to:

- i. To endorse the 'Tackling Violence Against Women and Girls (VAWG)' Statement of Intent.

1. WHAT IS VAWG?

- 1.1 The United Nations Declaration (1993) on the Elimination of Violence Against Women, defines Violence Against Women and Girls (VAWG) as:

“Any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life”

The term ‘*violence against women and girls*’ refers to acts of violence and/or abuse that we know disproportionately affect women and girls.

- 1.2 The term Violence against Women and Girls can often cause concern about the exclusion of men and boys from services, and a lack of recognition that men and boys can also experience these forms of violence and abuse. The UN declaration is based on the concept of disproportionate impact. Croydon Council understands the gendered nature of these types of abuse and crimes, and that men and boys can be victims of these types of abuse and crimes. It is important that men and boys are included in all aspects of our work on all forms of violence against women and girls (particularly work on prevention and awareness raising). Croydon Council are committed to ensuring that any victim will receive a sensitive and appropriate response, according to their needs. The Family Justice service continues to support male victims of domestic abuse and sexual violence (DASV) as well as all victims of crime related to VAWG regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

2. SAFER CROYDON PARTNERSHIP

- 2.1 The Strategic Assessment 2021 and the Croydon Community Safety strategy clearly identified 5 key themes:

- Tackling Domestic Abuse
- Protecting young people from violence and exploitation
- Tackling disproportionality in the criminal justice system
- Strengthen community resilience, offer trauma-informed services, focusing on Hate Crime, and build trust in the partnership
- Focus on high priority neighbourhoods

Tackling domestic abuse as part of the violence against women and girls agenda is the top priority for the borough, and aligns with the Mayor’s commitment to working in partnership with the Police to tackle crime and disorder in Croydon.

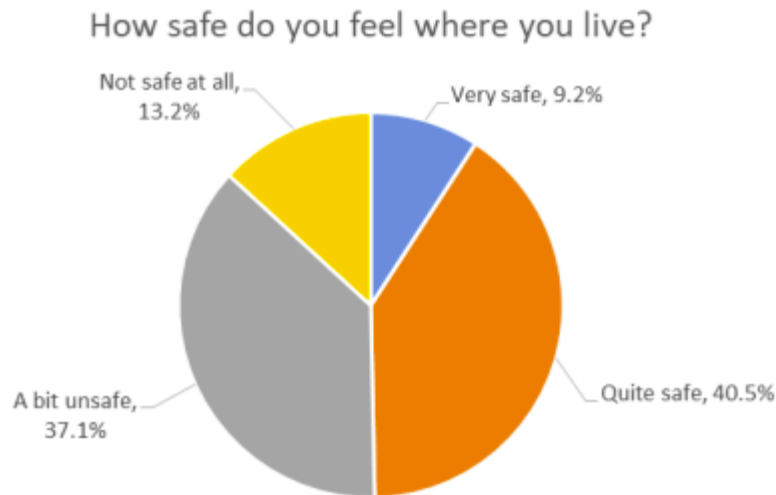
- 2.2 As part of our work, the Safer Croydon Partnership will continue to apply a multi-agency approach to tackle domestic abuse and sexual violence (DASV) within Croydon and provide multi-agency service provision for victims. DASV

must be understood as part of the wider context of violence against women and girls (VAWG).

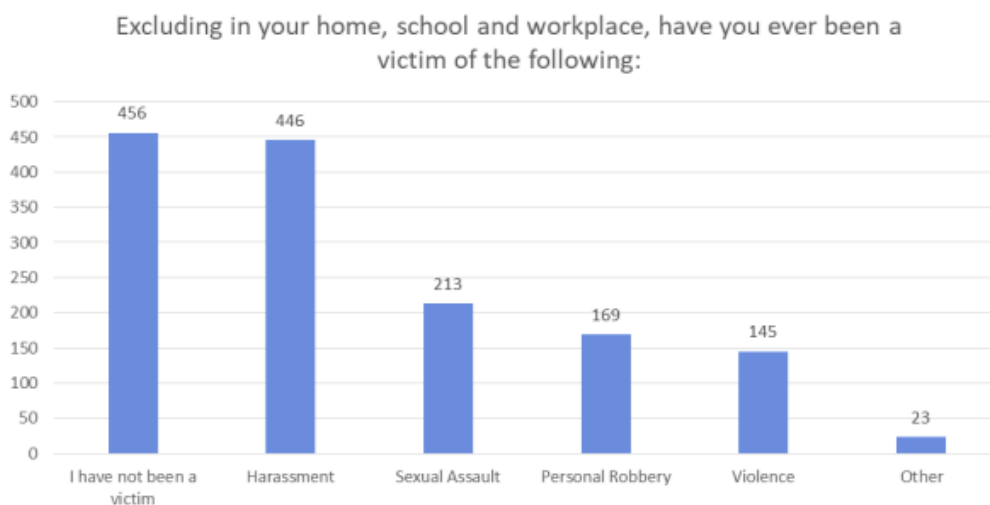
3. RESIDENTS FEEDBACK

3.1 The Safer Croydon Partnership undertook a survey in 2021 to improve our understanding of crime and safety from the point of women and girls. The survey focused on safety for women and girls and identified areas where residents did not feel safe and what would be needed to take place in order to improve their safety. There were 1,245 responses, of which 1,113 were used for analysis after data cleansing.

3.2 Half of women and girls felt a bit unsafe or not at all safe where they lived (in contrast with one sixth of young residents); this was mainly because of harassment, sexual assault and personal robbery.



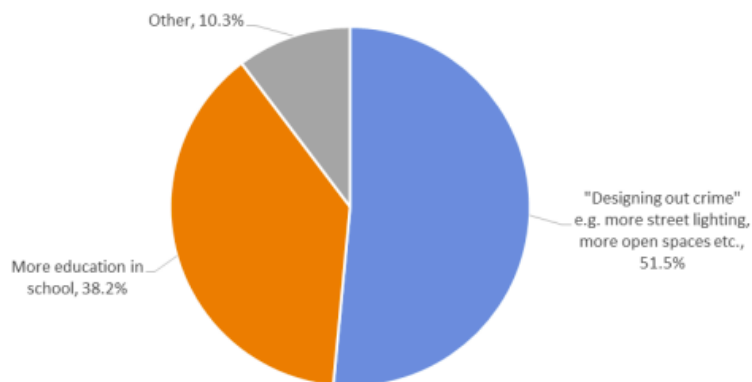
3.3 59% had experienced crime and three quarters had witnessed crime. Larger district centres in the north and east, such as West Croydon, Thornton Heath, South Norwood and New Addington, as well as Croydon Town Centre, were most frequently mentioned as areas they would avoid.



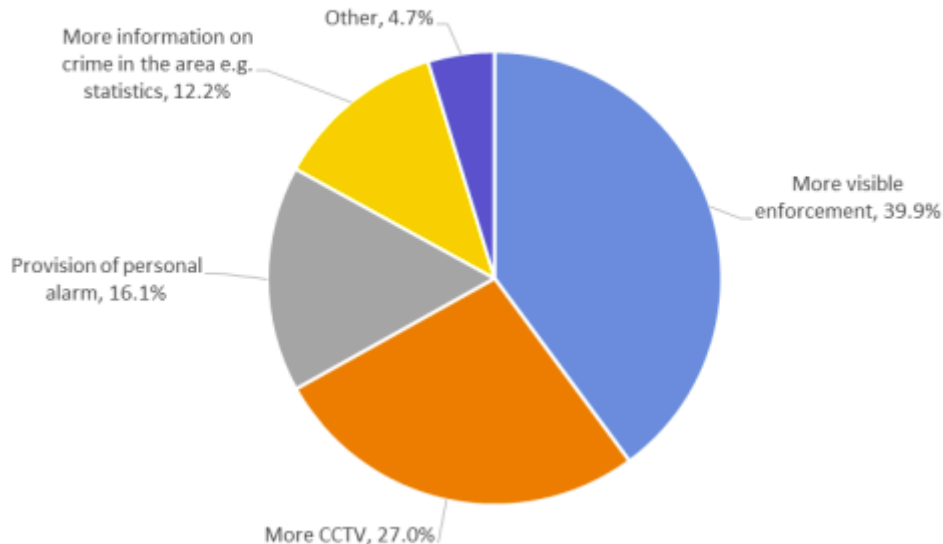
Cabinet and Executive Template

- 3.4 Respondents did not feel safe while travelling or waiting for public transport, in parks, shopping centres and high streets, as well as in pubs, bars and clubs.
- 3.5 A fifth of respondents would not report an incident, mainly because it was a long process or for fear of reprisals, or of not being believed, and because of a lack of trust in the authorities.
- 3.6 In the short and medium term, more visible enforcement and more CCTV would make most people feel safe, as well as provision of personal alarms. In the long-term respondents wanted more education in schools and crime designed out of the public realm.

What would you like to see more of in order to feel safe in the long term (Multiple answers optional)?



What would you like to see more of in order to feel safe in the short and medium term (Multiple answers optional)?



- 3.7 The Partnership also promote the "StreetSafe" reporting mechanism which is a pilot service developed by the Met Police. The purpose of the service is for anyone to anonymously share with the Police public places where they have felt or feel unsafe, because of environmental issues (e.g. *street lighting*,

abandoned buildings or vandalism) and/or because of some behaviours, (e.g. being followed or verbally abused).

4. CROYDON DATA

- 4.1 Domestic abuse offences include all types of crime where the offence has been flagged as domestic.
- 4.2 The Covid-19 pandemic resulted in a sharp increase in offences – not just locally but nationally. There was significantly higher reporting in areas of high density compared to low density due to “third party” reporting i.e. a neighbour was also in their home so they can witness and report the abuse.
- 4.3 We expected the number of reported domestic abuse offences to decrease following the end of Covid restrictions and a return to more normal living and working environments due to the factors outlined in 4.2. However, this has not occurred and the number of offences continue to rise as does domestic harm. Over the last 12 months, the volume and harm of domestic abuse cases are at their highest levels for 5 years.
- 4.4 Domestic abuse continues to be the long-term priority issue for the VRN, not just because of its prevalence in Croydon, but because of research done both inside and outside the borough showing the “knock-on” effect on those that experience domestic abuse at a young age being more at risk of being involved in it as they grow older as well as being involved in other forms of violent crime e.g., serious youth violence.
- 4.5 The rate of domestic abuse incidents and offences per 1,000 population has been increasing year on year in Croydon, which had the 3rd highest rate in London in 2020. Subsequently domestic abuse has continued to rise and is now the highest level in London per head of population. There were 5,154 reported incidents of domestic abuse, an increase of 17.9%, compared to the previous year. In the year to August 2021 there was a 3.3% increase in the average level of cases with a high risk of severe harm referred to the Multi-Agency Risk Assessment Conference (MARAC).
- 4.6 Equally other forms of VAWG have risen significantly over the last twelve months, and in particular reported incidents of stalking, threats to kill and malicious communications have all increased in over the last year.

5. WHAT CROYDON COUNCIL AND THE SAFER CROYDON PARTNERSHIP ARE DOING

- 5.1 Support victims: The Partnership works through the police, council, including the Family Justice service, and voluntary and community organisations to mobilise the professional and community network through raising awareness and training frontline staff.

Cabinet and Executive Template

- 5.2 The Family Justice service brings together several agencies to provide a single, multi-agency assessment of victims' risk and harm, obviating the need for victims to repeat their history, and refers victims for specialist support including accommodation and legal services. It coordinates volunteers who provide emotional support and practical help. Its freedom programme supports survivors who have left abusive relationships.
- 5.3 Independent Domestic Violence Advisors at the Family Justice service, Police stations, and Croydon University Hospital provide specialist support, which extends to victims who are homeless, experiencing modern slavery or radicalisation, and those with no recourse to public funds. An independent sexual violence advisor is also available. Several local voluntary and community organisations support BAME women experiencing domestic abuse and sexual violence and work to improve their relations with the criminal justice system to encourage engagement and trust.
- 5.4 The Police use the Domestic Violence Disclosures Scheme (Claire's Law) to reduce serial perpetrators and give more control to women.
- 5.5 The Family Justice service works closely with the Black, Asian and minority ethnic (BAME) Domestic Abuse Panel to support Voluntary sector and Grassroot organisations in raising awareness within their communities and addressing the low reporting figures relating to Black, Asian and minority ethnic women. The Family Justice service coordinates the Croydon VAWG forum in which VAWG organisations and support groups come together to discuss prevalent issues affecting women and girls in their communities, offering advice on how best to 'reach' marginalised victims.
- 5.6 People with learning disabilities are at high risk of suffering domestic abuse due to factors including difficulties in recognising abuse, fear or lack of knowledge of how to report this, emotional vulnerability and communication difficulties. The Family Justice service has an IDVA based permanently in the adult's social care team front door to ensure domestic abuse victims are recognised and supported when they present, and adults social care are an essential part of our multi-agency response to domestic abuse. The VRN plan on wider engagement with the deaf and disabled community over the next year to strengthen our work in this area.
- 5.7 Challenge perpetrators and support them to change: The police arrest perpetrators at the scene wherever possible, and otherwise within 24 hours. They will use and enforce bail conditions and compliance with Domestic Violence Protection Notices (DVPNs) to protect victims. Referrals to the Domestic Abuse Perpetrator's Panel (DAPP) where appropriate, are made via MARAC with the aim of progressing to the rehabilitative DRIVE programme, which delivers interventions to address behaviour change and hold domestic abuse perpetrators accountable for their behaviour.
- 5.8 Partnership Development: Several themed forums coordinate activity among practitioners in Croydon and exchange good practice, including the Violence Against Women and Girls (VAWG) coordinators meeting (Pan London), the

Croydon VAWG Forum, Domestic Abuse and Sexual Violence Partnership Board, and Multi-Agency Safeguarding Hub (MASH) Operational Management Group. Relevant case management meetings include the Adults Safeguarding Board, Multi Agency Risk Assessment Conference (MARAC), and Domestic Abuse Perpetrators Programme (DAPP) Meeting.

6. STATEMENT OF INTENT

- 6.1 Croydon Council know that there are significant issues in Croydon around violence against women and girls - we want to change that.
- 6.2 All women and girls should feel safe in Croydon and the Council's aim is to work with the Police, our partners, and women and girls to make Croydon safer.
- 6.3 The Safer Croydon Partnership will develop a high-level three-year plan to tackle violence against women and girls (VAWG). The plan will set out a clear multi-agency, long-term approach to tackling and preventing VAWG and to take our work to the next level by actively involving a greater number of people and partners in our solutions to reduce violence against women and girls. It will include a delivery plan that is focused on outcomes.
- 6.4 Croydon Council will listen to the views and ideas from the full range of our residents, communities, and partners, building upon the community event convened by the Mayor in August 2022. We will put victims and survivors at the centre of service design and delivery.
- 6.5 Whilst the Safer Croydon Partnership develop the Plan we will continue to deliver our key services to help women and girls, and work with victims and survivors to improve services.

7. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

The Council has a duty to do all that it reasonably can to prevent crime and disorder in its area and work towards delivering the objectives of the Safer Croydon Partnership plan. Violence Against Women and Girls (VAWG) is one of the priorities of the Partnership and for Croydon.

8. OPTIONS CONSIDERED AND REJECTED

N/A

9. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

a. Revenue and Capital consequences of report recommendations

There are no capital or revenue implications associated with this report. There are no significant financial impacts from the Policy identified and no additional funding is being requested.

b. The effect of the decision

If Croydon Council were to introduce a 'Violence Against Women and Girls (VAWG)' Statement of Intent then it would reinforce the borough's commitment to reducing and tackling Violence Against Women and Girls in our borough.

This is in accordance with delivering against the priorities within the Safer Croydon Strategy. This will in turn support the borough's ability to provide reassurance to the community and partners. The team and partnership governance framework already exists that will absorb and deliver this work so there is little or no financial impact.

c. Risks

As previously stated in the report there has been a significant increase in the reports of VAWG incidents, if further action is not taken we may see a further increase which may result in loss of life.

d. Options

Approve the Violence Against Women and Girls (VAWG)' Statement of Intent to reinforce the borough's commitment to reducing and tackling Violence Against Women and Girls in our borough

Do not approve the Violence Against Women and Girls (VAWG)' Statement of Intent

e. Future savings/efficiencies

There are no savings or efficiencies associated with this report

(Approved by: *Darrell Jones Acting Head of SCRER Finance*)

10. LEGAL CONSIDERATIONS

The Head of Litigation and Corporate Law comments on behalf of the interim Director of Legal Services that:

The Safer Croydon Partnership (SCP) acts as the statutory Community Safety Partnership for Croydon, as stipulated by the Crime and Disorder Act 1998. The SCP is responsible for co-ordinating the development and implementation of Croydon's Community Safety Strategy. The Partnership comprises the police, council, fire, probation and health agencies, as well as businesses, and community and voluntary sector organisations. It works with other boards on Croydon's Local Strategic Partnership on crime and safety matters, in particular the Safeguarding Children Partnership and the Adults Safeguarding Board.

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

11. HUMAN RESOURCES IMPACT

There are no staffing implications or any other HR impact arising from this report or from this decision. If any issues arise these will be managed under the Council policies and procedures. The Council have implemented the domestic abuse ambassador programme, it has been set up to reduce the fear and lack of understanding around engaging with someone experiencing domestic abuse, and to encourage those who are hindered from seeking help to come forward. The Council also has a Domestic abuse and sexual violence policy.

Approved by: *Jennifer Sankar, Head of HR, Housing and Sustainable Communities, Regeneration and Economic Development Directorates, for and on behalf of Dean Shoemith, Chief People Officer*

12. EQUALITIES IMPACT

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

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
- advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
- foster good relations between people who share a protected characteristic and people who do not share it.

Having due regard means to consider the three aims of the Equality Duty as part of the process of decision-making. This means that decision makers must be able to evidence that they have taken into account any impact of the proposals under consideration on people who share the protected characteristics before decisions are taken.

The focus of the report is on Violence against Women and Girls as defined by the Geneva Convention and based on proportionality. It is important to note that support is also provided to male victims of violence. This does not constitute discrimination under Equality Act 2010.

The statement should also incorporate intersectionality, noting that there are groups of women and girls that are subject to forced marriage and FGM. These issues may be potentially intersected with religion and culture. It is important to collect data on all protected characteristics of targets of violence and refer to relevant national/local data relating to each of the protected groups

Approved by: Denise McCausland – Equality Programme Manager

13. ENVIRONMENTAL IMPACT

There are no environmental impacts from this statement and report.

14. CRIME AND DISORDER REDUCTION IMPACT

If the Council decided to make the Statement of Intent this would reinforce the partnership's commitment to prioritising Violence Against Women and Girls in the borough. It would also support the Council and its partners in delivering the Safer Croydon Strategy, specifically the importance to focus on Domestic Abuse.

(Approved by: Director of Culture and Community Safety)

15. DATA PROTECTION IMPLICATIONS

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

NO

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

NO

The Director of Culture and Community Safety

CONTACT OFFICER: Christopher Rowney, Head of the Violence Reduction Network

APPENDICES TO THIS REPORT:

None.

BACKGROUND DOCUMENTS – LOCAL GOVERNMENT ACT 1972

None.

REPORT TO:	Cabinet 14th September 2022
SUBJECT:	Financial Performance Report – Month 4 (July 2022)
LEAD OFFICER:	Jane West, Corporate Director of Resources (Section 151)
CABINET MEMBER:	Councillor Jason Cummings Cabinet Member for Finance

SUMMARY OF REPORT:

This report provides the Council's annual forecast as at Month 4 (July 2022) for the Council's General Fund (GF), Housing Revenue Account (HRA) and the Capital Programme (CP). The report forms part of the Council's financial management process of publicly reporting financial performance against its budgets on a monthly basis. Reports for Month 2 and Month 3 are attached for information as this is the first Cabinet meeting since the Month 1 position was reported as part of the Opening the Books Cabinet report in July.

FINANCIAL IMPACT

The Month 4 position shows an improvement of the Council's forecast outturn for 2022/23 since Month 3 and a Deficit Recovery Plan has been put in place to deliver savings to mitigate the projected overspend. Work is continuing to look at measures to mitigate and avert any further adverse impacts on the forecast. Early mitigating actions are reported in the opportunities contained within this report. The impact of the in-year position is also being considered as part of the early planning for 2023/24.

The end of year projection is currently indicating a net overspend of £9.483m against budget. There are a further set of risks and opportunities, which indicate a net opportunity of £3.290m (risks £9.807m and opportunities of £13.097m), but they are not yet sufficiently developed to be included in the outturn forecast.

Should all these risks materialise, and none of the mitigations be effective, the Council is forecast to overspend by £19.290m. However, if none of the risks materialise and all the opportunities are delivered, the Council will underspend by £3.614m.

Paragraph 2.15 includes an initial Deficit Recovery Plan which sets out the actions the Council is taking to mitigate the projected overspend with a view to eliminating it by the end of the financial year.

Section 3 details the risks and opportunities that have been identified at this stage.

The HRA is indicating a £3.147m overspend variance against budget at the end of the year, an adverse movement by £2.071m mainly due to inflation in energy costs.

The Capital Programme has spent £11.360m against a £134.152m budget in the fourth month. The end of year position is forecast to be an underspend of £10.026m.

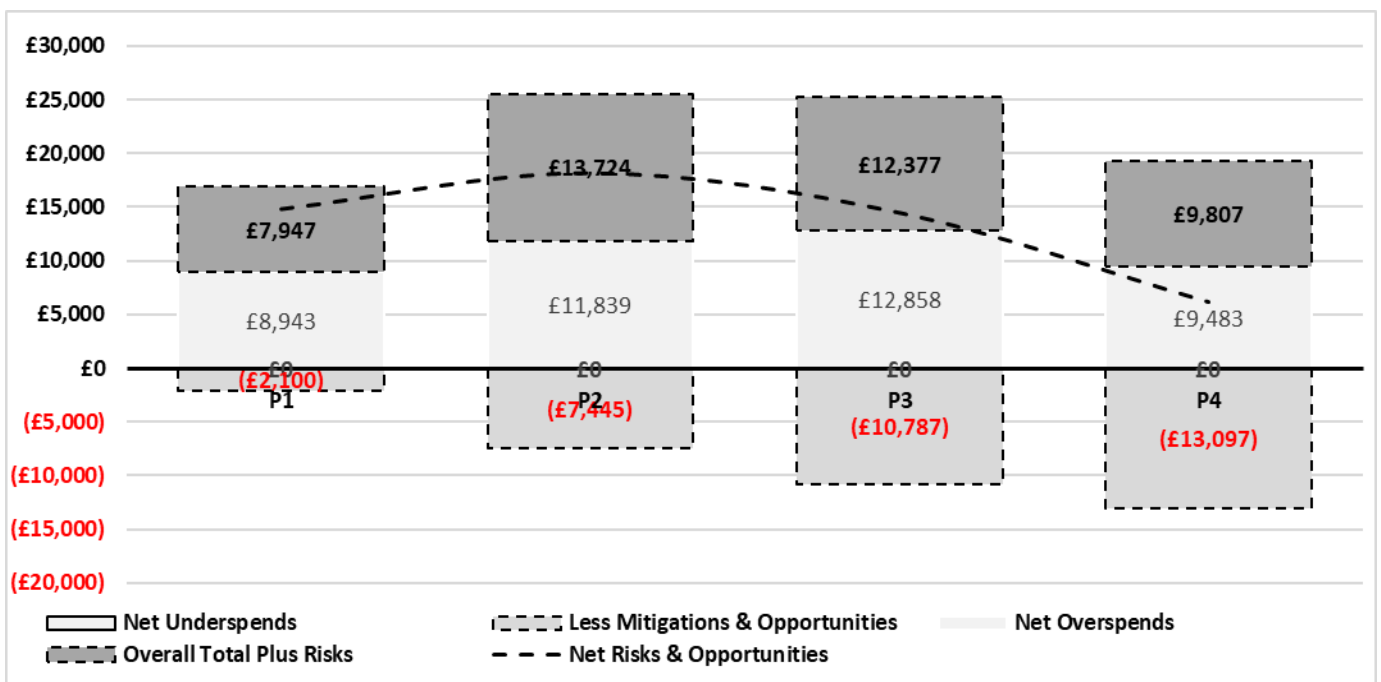
The Executive Mayor in Cabinet is recommended to:

- 1.1 Note the General Fund is projecting a net overspend of £9.483m as at Month 4. Service directorates are indicating a £24.252m overspend with a £14.769m underspend corporately.
- 1.2 Note that a further number of risks and compensating opportunities may materialise which would see the forecast year-end variance change. These indicate a net opportunity of £3.290m (risks £9.807m and opportunities of £13.097m) and are reported within Section 3 of this report. Should all these risks materialise, and none of the mitigations be effective, the Council is forecast to overspend by £19.290m. However, if none of the risks materialise and all the opportunities are delivered, the Council will underspend by £3.614m.
- 1.3 Note the further actions being taken, through development of the Deficit Recovery plan, to mitigate the projected overspend with a view to eliminating it by the end of the financial year. Further details are in paragraph 2.15.
- 1.4 To approve that the MTFs savings within Table 2b are not deliverable.
- 1.5 Note the Housing Revenue Account (HRA) is projecting an end of year position of a £3.147m overspend, mainly due to inflation in energy costs.
- 1.6 Note the Capital Programme spend to date for the General Fund of £7.882m (against a budget of £112.069m) with a projected forecast underspend of £5.207m for the end of the year.
- 1.7 Note the Housing Revenue Account Capital Programme spend to date of £3.478m (against a budget of £22.083m), with a projected forecast underspend of £4.819m for the end of the year.
- 1.8 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 made based on the best available information at this time.
- 1.9 Note, the Council continues to operate with the Spend Control Panel to ensure that tight financial control and assurance oversight are maintained, and a new financial management culture is being implemented across the organisation through increased scrutiny, such as the Assurance meetings, improved communication and budget manager training from CIPFA.
- 1.10 Note the full Financial Performance Reports for month 3 (June) and month 2 (May) are provided as appendix 3 and 4 respectively to this report.
- 1.11 Agree the capital schemes listed in paragraph 6.3 are removed from the Capital Programme as following a detailed review, it has been established that they do not meet capital expenditure criteria. These schemes will be assessed as to whether they are still relevant and if so, whether resources are available to deliver them within the General Fund budget for 2022/23.

2. EXECUTIVE SUMMARY

- 2.1. The Financial Performance Report (FPR) is presented to each Cabinet meeting and provides a detailed breakdown of the Council’s financial position and the in-year challenges it faces. It covers the GF, HRA and Capital Programme. The FPR ensures there is transparency in our financial position, and enables scrutiny by the Executive Mayor, Cabinet, Scrutiny and the public. It offers reassurance regarding the commitment by Chief Officers to more effective financial management and discipline.
- 2.2. The GF revenue forecast outturn for Month 4 is an overspend of £9.483m. This is a favourable movement of £3.375m from Month 3.
- 2.3. There are a further set of risks and opportunities, which indicate a net opportunity of £3.290m (risks £9.807m and opportunities of £13.097m), but the risks are not yet sufficiently developed to be included in the outturn forecast. Depending on how the risks and opportunities materialise, they may have a further negative impact on the projected outturn forecast. Should all the risks materialise, and none of the mitigations be effective, the Council is forecast to overspend by £19.290m. Key drivers of the projected overspend are non-delivery of savings agreed at Full Council in March 2022 and other new pressures previously not anticipated. However, if none of the risks materialise and all the opportunities are delivered, the Council will underspend by £3.614m. These are outlined in detail in Section 3 of this report.
- 2.4. The chart below illustrates the trend in the monthly monitoring reports for this financial year and shows both the forecast as well as the quantum of risks and opportunities, together with the impact should all risks and opportunities fully materialise (dashed line).

Chart 1 – Monthly financial movements on Monthly Forecast, Risk & Opportunity



- 2.5. Further work continues to bring the pressures down and find new mitigations so that the Council ensures that it stays within budget. Early mitigating actions for the projected overspend are reported within the opportunities contained in this report. The impact of the in-year position is also being considered as part of the planning for 2023/24.
- 2.6. The Housing Revenue Account is forecasting an overspend of £3.147m (an increase of £2.071m on the Month 3 forecast). This unfavourable projected variance will either be met by new in-year cost reductions or be met from HRA reserves. The detail of these will be included in the Month 5 report.
- 2.7. The Capital Programme for both the GF and HRA is reporting a total expenditure to date of £11.360m of which £7.882m is within GF and £3.477m for the HRA. The overall capital spend is projected to be £124.126m against a budget of £134.152m. This will result in a £10.026m underspend to budget. A review is currently underway of the Capital Programme with a view to reducing spend in 2022/23.
- 2.8. The 2022/23 outturn forecast includes the use of a £25.00m agreed capitalisation direction, to balance the Council's revenue budget. The capitalisation direction was approved (minded to) by the Department of Levelling Up, Housing and Communities (DLUHC) in March 2022 subject to regular positive reports from the Improvement and Assurance Panel and the Budget was approved at Full Council on 7th March 2022.
- 2.9. 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. The format of this report will continue to evolve over this financial year.
- 2.10. The format of this report will expand as it will be important for the Council to be able to identify the additional pressures that the global economic crisis is causing in inflation and the impact on supplies and services the Council provides.
- 2.11. The Council continues to build on the improvements in financial management that were made over the past year however there is a considerable amount yet to do, which is fully recognised within the organisation. The Council's financial recovery is outlined within the three-year MTFS. The second year of that strategy has always been recognised as the toughest of the three to deliver as the Council steps down from its reliance on capitalisation directions that allow it to meet revenue costs from capital funding.
- 2.12. The Opening the Books Project is underway to further assure the Council's financial position, the full results of which will be available by January 2023. The project is examining the last three years of the Council's accounts as errors have been identified in areas such as capital charges. It is also examining the accuracy of budgets and the methodology and process for setting them. As an example, overspends totalling £19m have arisen from mistakes in setting three specific budgets:
 - Parking income – the reduction in demand for parking in the borough following the pandemic should have been better reflected in the assumptions for projected activity in 2022/23

- New traffic income projections were included with insufficient contingency built in to reflect the operational challenges of implementing new traffic schemes
- A deficit in the Housing Benefit budget for 2021/22 should have been recognised earlier. It was only picked up at the very end of the year and therefore has not been built into the 2022/23 budget.

2.13. In addition, and as this report identifies, the Council continues to face significant financial pressures. The delivery of Year 1 of the MTFs / financial recovery plan (2021/22) was aided by covid depressed demand for Council services that enabled the monthly expenditure to be reported as an underspend in many areas. Demand has begun to pick up for some Council services which is removing that underspend. There are also early signs of demand increasing for some services due to the cost-of-living pressures being driven by the current national economic outlook. In addition, some resident behaviour which has generated revenue for the Council in the past has failed to be reinstated post-covid. The inflationary pressures already showing in this forecast outturn are significant and further detailed at 2.16.

2.14. The outturn forecast identifies an overspend that the Council will need to mitigate. The Deficit Recovery Plan sets out a range of initiatives to eliminate this overspend. However, this report flags a number of other risks that could be realised and be declared in the outturn forecast during the year which would further worsen the position.

2.15. Over the last financial year, a monthly budget assurance process and independent challenge of expenditure by the Improvement and Assurance Panel took place. This is in addition to Cabinet, and Scrutiny and Overview review. The monthly budget assurance process has been reviewed and strengthened based on the learning from last year. The aim of the officer assurance meetings is to provide the Corporate Director of Resources (Section 151 Officer) and the Chief Executive with an opportunity to scrutinise and challenge the forecast outturn, review risks and opportunities to mitigate, challenge the use of accruals and provisions, ensure savings are delivered and income targets are met. Overall, the meetings ensure the Council is doing all it can to reduce overspends and deliver a balanced budget.

Deficit Recovery Plan

2.16. Each Directorate has been asked to identify mitigations and in year cost reductions to ensure that the Council brings its expenditure within budget to avoid any call on reserves. The following table sets out the mitigations proposed to date. Where the proposals are confirmed, their impact is already included in the projected outturn for the year. Where there is further work to be done to confirm them, they are included in this report as opportunities.

	£m	Allocation with P4
Delivery Plans in Forecast		
Duplication of interest costs budget in Resources	2.400	Included within Resources forecast.
Increased Court Costs Income	0.700	Included within Resources forecast.
Council Tax Support Scheme	1.100	Included within Resources forecast.

Homelessness process changes	0.500	This has been factored within the Housing forecast as it contributes to the reduction in Housing.
Reduction in loan non-repayment provision	1.400	The Council plans to release a £1.4m provision previously set aside to support potential risks to commercial loans. The loan is now likely to be repaid in full.
Forecast Total	6.100	
Delivery Plans as Opportunities		
Public Health	1.000	Cross department reallocations of budgets, detailed in opportunities.
Housing Benefits (unquantified)	0.815	Included within Resources opportunities
Staff changes	0.100	Included within Resources opportunities
Children's Services Legal Costs	0.570	Included within Children's opportunities
Leaving Care Grant	0.800	Included within Children's opportunities
Children Operational savings	0.500	Included within Children's opportunities
Review of election accounts	0.300	Included within ACE's opportunities
CIL substitution for General Fund expenditure	0.500	Included within SCRER's Opportunities
Delays in the capital programme	0.605	Reduced amount of £605k included within Corporate as opportunities
Opportunities Total	5.190	
Total	11.290	

- 2.17. In addition, the Council may be in the position that it does not need to use the budgeted addition to its reserves of £6.9m at the end of 2022/23. The financial year 2021/22 is still subject to further work, but the early indications are that reserves will be sufficient and that a further contribution may not be required. Should it not be necessary to transfer the full £6.9m into reserves, the Council's net expenditure would decrease by £6.9m. This further opportunity increases the total opportunities to £13.097m. If none of the risks materialise and all the opportunities are delivered, the Council will underspend by £3.614m.
- 2.18. Further work will be undertaken to add to this Deficit Recovery Plan. Without this Deficit Recovery Plan the Council's pressures would have been considerably higher.
- 2.19. The macroeconomic climate is causing further pressure on the Council particularly from a very tight labour market and significant inflationary pressures. Energy expenditure will increase considerably as the UK sees significant increases in wholesale costs. The Council has budgeted a 5% inflationary uplift on all its contracts costs which is a prudent level compared to historic standards. However current inflation rates, which are higher than 10% and therefore significantly higher than budgeted, pose an added challenge that the Council does not have full control over. The Council cannot absorb all inflationary costs itself and will need to find ways to ensure the burden of these costs is fairly shared with our suppliers and customers.
- 2.20. The Council's overall financial position is still subject to a number of unresolved issues. The Opening the Books project is currently underway reviewing many aspects of the Council's accounts, the results of which will be reported by January 2023. The Council is continuing to work closely with the external auditors on finalising the 2019/2020 and 2020/2021 audit of accounts and is in the process of completing the accounts for

2021/22. The 2019/20 accounts require a resolution in relation to the accounting treatment of Croydon Affordable Homes and Croydon Affordable Tenures which, as previously reported, may have a c£70m impact on the Council's available reserves. Work is ongoing in this area in collaboration with Grant Thornton, the Council's External Auditors. All these areas of work may have implications for this year's budget.

3. FINANCIAL POSITION

- 3.1. The overspend of £9.483m is driven by two underlying factors, which are £6.887m non-delivery of savings and £2.596m other pressures which are expanded in section 4 of this report. The 2022/23 General Fund Budget included a number of proposed savings which have ultimately proved to be undeliverable or which are still at risk four months into the financial year. Work is underway to improve budget setting processes and the Opening the Books project is examining this area in order to identify further improvements that can be made.
- 3.2. Directorate teams and Finance colleagues meet monthly to review the forecast position for each area, including risks of overspending and identify further options to mitigate these. A table of risks and opportunities are provided within this section where applicable.
- 3.3. The forecast outturn position of the General Fund is shown below in Table 1.

Table 1 – Month 4 Forecast per Directorate

	Forecast Variance as at Current Month 4	Forecast Variance as at Prior Month 3	Change From Month 4 To 3	Savings Non-Delivery as at Month 4	Other Pressures as at Month 4
	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)
Children, Young People and Education	(133)	(125)	(8)	300	(433)
Adult Social Care and Health	(217)	58	(275)	380	(597)
Housing	847	1,386	(539)	50	797
Sustainable Communities Regen & Economic Recovery	15,140	16,491	(1,351)	5,743	9,397
Resources	9,135	8,803	332	302	8,833
Assistant Chief Executive	(520)	(387)	(133)	112	(632)
Departmental Total	24,252	26,227	(1,975)	6,887	17,365
Corporate Items & Funding	(14,769)	(13,369)	(1,400)	-	(14,769)
Total General Fund	9,483	12,858	(3,375)	6,887	2,596

3.4. Net overspends and underspends within the service budgets are presented as a forecast variance (as per Table 1) and are additionally classified as either non-delivery of agreed in year savings or other pressures which were not foreseen or quantifiable at the time of setting the budget.

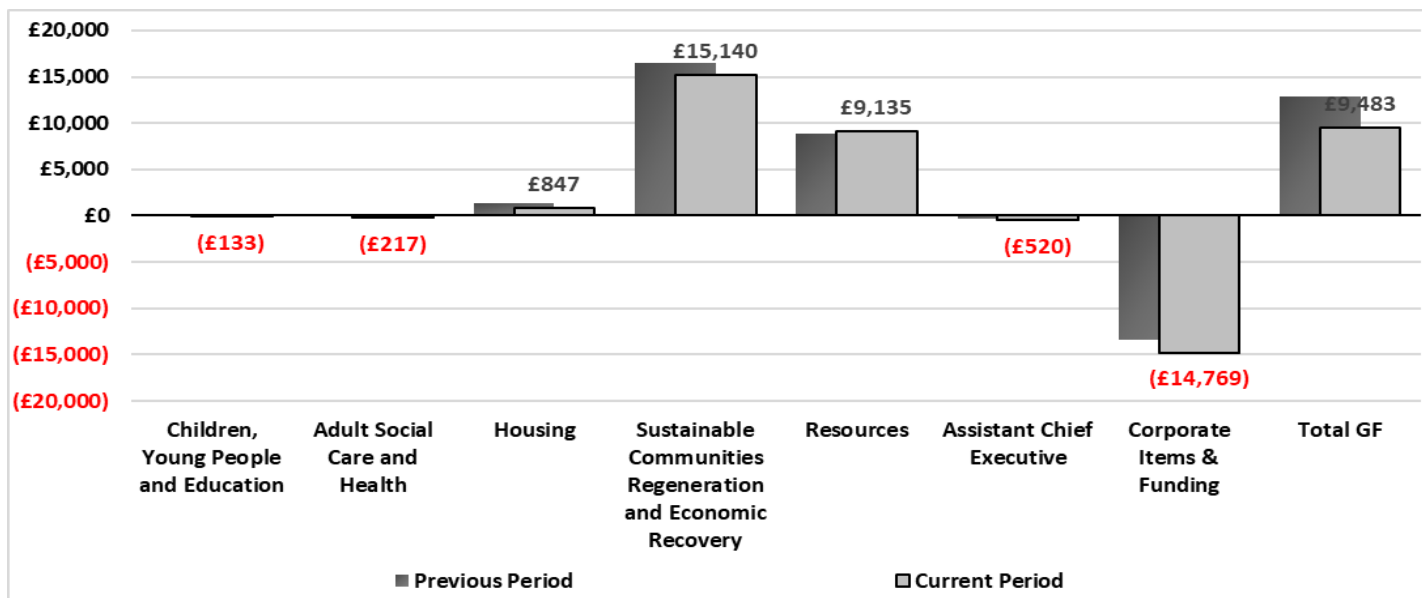
3.5. The main areas of movement from Month 3 are as follows:

- Adult Social Care and Health Directorate’s £0.275m **favourable** movement is due in the main to a staffing underspend particularly within provider services and the assessments team.
- Sustainable Communities, Regeneration and Economic Recovery Directorate’s **favourable** movement of £1.351m is due to the release of corporately held budgets to cover off some inflationary pressures.
- Resources Directorate has moved £0.332m **adversely** from Month 3, which is largely as a result of one-off costs in relation to key consultancy advice sought to support the wider review of companies, increase in agency spend and continued pressures on Housing Benefit shortfall.
- Housing Directorate is indicating a £0.539m **favourable** movement due to further work to identify appropriate properties for Temporary Accommodation and also due to less demand than previously projected.
- Children, Young People and Education Directorate is reporting a £0.008m **favourable** movement from Month 3 relates to staffing underspends.
- Corporate Budget is projecting a further favourable movement of £1.400m from Month 3 due to release of a one-off provision.

Further details for each Directorate can be found in section 4 of this report.

3.6. The chart below shows the forecast by Directorate for both the current and previous month:

Chart 2: Forecast per Directorate as at Month 4



Risks and Risk mitigations

- 3.7. The outturn forecast has been reported excluding further potential risks and risk mitigations. Risks are split in to MTFS savings risks and other risks. Savings risks relate to savings proposals that were approved at Full Council in March 2022 to deliver a balanced budget. Other risks are risks that have risen from other operational challenges but not related to the delivery of savings. Risk mitigations are proposals that the services have identified that would mitigate their risks and help bring spend back within budget.
- 3.8. Savings are at various stages in their delivery, and it is important that the Council transparently reports the progress on these. Savings which are not deliverable are included within the forecast as overspends, however other MTFS savings which are at risk of non-delivery are reported in Table 2c, with Table 2b identifying balanced not delivered. Table 2a below provides a summary of progress per directorate on delivery of their savings targets.

Table 2a – Progress on MTFS Savings

Division	Target Value £'000s	Savings Not Delivered (In Forecast) £'000s	On Track Value £'000s	Delivered Value £'000s	Current Month At Risk Value £'000s
Children, Young People and Education	(9,564)	300	6,882	1,077	1,305
Adult Social Care and Health	(16,500)	380	8,315	6,453	1,352
Housing	(2,841)	50	1,862	0	929
Sustainable Communities Regen & Economic Recovery	(12,396)	5,743	2,969	967	2,718
Resources	(3,029)	172	2,727	0	0
Assistant Chief Executive	(9,543)	112	8,281	250	900
TOTAL FOR MTFS	(53,873)	6,757	31,036	8,747	7,204

Table 2b – MTFS savings not delivered

Directorate & Saving Description	Target Value £000	Savings not Delivered £000
Adult Social Care and Health	-16,500	380
Refocusing Public Health funding - New Youth & Wellbeing Offer	-380	380
Assistant Chief Executive	-9,543	112

Fees And Charges	-19	19
Increase in fees and charges	-93	93
Children, Young People and Education	-9,564	300
Refocusing Public Health funding - New Youth & Wellbeing Offer	-300	300
Housing	-2,853	50
C13767 - Reduction in Welfare Rights by 5 FTE (PLAN A)	-88	50
Resources	-3,139	172
Fees And Charges	-44	28
Increase in fees and charges	-218	144
Sustainable Communities Regen & Economic Recovery	-12,396	5,743
ANPR camera enforcement	-3,180	2,040
Bus Re-Tender Contract Savings	-120	40
Increase in Pre-Planning Applications	-66	66
Independent travel optimisation	-20	20
Introduction of a variable lighting policy	-417	417
Parking charges increase	-650	285
Private Sector Environmental Enforcement	-250	125
Review and reduction of the Neighbourhood Operations (NSO team)	-950	450
Revised Landlord Licensing scheme	-2,300	2,300
Grand Total	-53,873	6,757

- 3.9. Other risks and risk mitigations are split into quantified and unquantified items.
- 3.10. As with the outturn forecast set out in Table 1, risks are separately reported for those elements that relate to potential non or under-delivery of approved savings, as agreed by Full Council in March 2022, and those that are new and not directly related to agreed savings plans.
- 3.11. The Council is encouraged to be transparent in flagging its risks that could potentially result in a change to the outturn forecast. This allows the Council to act and support these challenges before they become realised.
- 3.12. Table 2c below provides for details of MTFs savings that are at risk of non-delivery with a brief commentary of the projects that are not or are unlikely to deliver the expected savings and Table 2d provides a list of quantified and unquantified other risks, which are in addition to the savings risks.
- 3.13. The report 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 directorate experience of the service.

Table 2c – Month 4 MTFS Savings Risk

MTFS Savings Ref	MTFS Savings Description	Savings at risk as at Month 4	Savings at risk as at Month 3	Change From Prior Month 4 To Month 3
		(£,000's)	(£,000's)	(£,000's)
21/22 CYPE 05	Review Support for Young People where Appeal Rights Exhausted	225	225	0
21/22 CYPE 06	Improve Practice System Efficiency	290	290	0
22/23 CYPE 07a and 7b	NHS Funding	790	790	0
Children, Young People and Education Total		1,305	1,305	0
21/22 ASCH 01	Baseline Savings - Disabilities Operational Budget	833	833	0
21/22 ASCH 05	Baseline Savings - Mental Health Operational Budget	83	83	0
21/22 ASCH 08	Baseline Savings - Older People Operational Budget	194	194	0
21/22 ASCH 04	Review of Contracts - OBC Commissioning, Working Age Adults Commissioning and Public Health commissioning	132	0	132
21/22 RES 06	HWA contract savings	110	0	110
Adult Social Care and Health Total		1,352	1,110	242
22/23 HOUS 11	Procurement of EA Contracts	100	125	(25)
22/23 HOUS 12	Staffing Review	0	113	(113)
22/23 HOUS 13	Income Maximisation - Rent Collection	101	168	(67)
22/23 HOUS 17	Housing Benefit Maximisation	0	60	(60)
22/23 HOUS 04	Repurpose under-utilised sheltered housing stock	158	158	0
22/23 HOUS 07	Ending EA/TA where the council has no duty	97	97	0
22/23 HOUS 09	Incentivising temporary accommodation leasing schemes	104	104	0
22/23 HOUS 01	Impact of maximising homelessness prevention	214	289	(75)
22/23 HOUS 02	Impact of increasing speed of homelessness decisions	40	40	0
22/23 HOUS 14	Resident Engagement & Tenancy Services £100,000 saving in 22/23	60	60	0
22/23 HOUS 03	Increase use of LA Stock for EA/TA	56	0	56
Housing Total		929	1,213	(284)
21/22 SCRER 09	Reduce Spatial Planning (Local Plan Team and Place Making Team)	0	484	(484)

Various	Fees And Charges	350	350	0
21/22 SCRER 16	Revised Landlord Licensing scheme	0	150	(150)
22/23 SCRER 06	Review and reduction of the Neighbourhood Operations (NSO team)	260	260	0
22/23 SCRER 12	Contract Savings - Pay and Display Machines	300	0	300
22/23 SCRER 16	Private Sector Environmental Enforcement	63	63	0
22/23 SCRER 19	New gym in Monks Hill Leisure Centre	90	90	0
22/23 SCRER 20	Leisure contract saving	50	0	50
22/23 SCRER 28	Merger of Management Functions in Place	100	100	0
22/23 SCRER 17	Parking charges increase	365	0	365
21/22 SCRER 11	ANPR camera enforcement	1,140	0	1,140
Sustainable Communities Regen & Economic Recovery Total		2,718	1,497	1,221
22/23 COR SAV 09	Rationalisation of software applications and contracts	300	300	0
22/23 ACE 18	Contract Savings - Managed Service Provider for Temporary Agency Resources £600K saving in 22/23	600	600	0
Assistant Chief Executive Total		900	900	0
Total Savings at Risk		7,204	6,024	1,180

Table 2d – Other quantifiable and unquantifiable risks

Quantified Risks	P4 £'000	P3 £'000	Details of Risk
Children, Young People and Education	2,284	3,334	<p>Capitalisation income (£0.784m) This is a historic income budget that was added to Children's Social Care. This amount was funded from capital receipts until 2020/21</p> <p>CLA Cost of Living (£1.5m) There is an expectation that children in care providers will increase placement costs as cost of living rises</p>
Adult Social Care and Health	-	-	None
Housing	-	-	None
Sustainable Communities Regen & Economic Recovery	319	2,592	<p>NSO (£0.319m) The service is dependent on the closure of the NSO team and any delays in implementation of the proposal will have an impact on delivery of the saving.</p>

			PCN Income Parking Income at risk as we have had difficulties in attracting applicants to the vacant CEO roles.
Resources	-	-	None
Assistant Chief Executive	-	427	None
Total Quantified Risks	2,603	6,353	

Un-Quantified Risks	P4 £'000	P3 £'000	Details of Risk
Children, Families and Education			None
Adults, Health and Social Care			Potential post Covid-19 pandemic latent demand working through the population resulting in additional care packages placements.
			Inflation , rising fuel and food costs significant expenditure for care providers - may result in claims for increased fees or face financial instability
			High vacancy rate is caused by significant challenges in recruitment across the Directorate. This means staff are focussed on statutory delivery, rather than transformation. This is a national issue.
			There is Hospital discharge pressure as the current system risk is running at winter levels due to Covid and backlog despite being summer. Work is being done on a deep dive, as the numbers of placements and equipment cost are rising.
Housing			New Housing Structure (temporary) 'We have a new temporary structure within Housing, including an Interim Director of Tenancy Services and three Change Managers, approx. £100k. We have bid for Transformation Funding to resources these additional positions.
Sustainable Communities Regen & Economic Recovery			Although Unknown at this stage there is a potential risk to NSWRA Income due to delays and disputes with Utility Companies in relation to coring activities. Further work is being undertaken to quantify these risks and where possible mitigate the affect.
			SEN Passenger Transport Pressures At present there is a £1m risk in identified within quantifiable risks due to demand on the service in terms of the number of users. Additionally, there is now inflation that is affecting the service with information on what new routes will be being collated. Until the number of required routes is established there is a significant risk of additional costs as fuel rates are high.

Resources			Legal Trading Model The legal trading services model is under review. Until this review is completed officers are flagging this area as a risk. Last year Legal Services were overspent by £0.306m.
Assistant Chief Executive			Green Lawn Memorial Park Risk based upon the lack of available graves until the cemetery extension opens
			Crematorium Increased competition from neighbouring facilities, perceived increase in direct cremations, viewed as the cheaper option for families as inflation starts to take effect
Corporate Items & Funding			None
Total Un-Quantified Risks			

3.14. Table 3 provides a list of quantified and unquantified risk mitigations or opportunities. These are potential risk mitigations that will require further assurance to be included within the forecast. Service managers have identified these as potential mitigations to the risks identified Tables 2 and 2b.

Table 3 - Quantifiable and unquantifiable opportunities

Quantified Opportunities	P4 £'000	P3 £'000	Details of Opportunities
Children, Young People and Education	(2,170)	(1,870)	Staying Put Grant (£0.800m) Increasing the income budget in 2022/23 in line with the actual grant
			Children Service legal costs (£0.570m) Review on operations to mitigate legal costs arising from challenges from service users. The aim is to improve the operations and process to ensure all aspects of support is carefully provided
			Operational Efficiency Savings in Children Social Care (£0.500m) Sustained impact of hybrid working has reduced use of workplace supplies and services across CYPE.
			Public Health (£0.300m) Ongoing Internal Review of Public Health Funding towards related expenses
Adult Social Care and Health	(380)	(380)	Public Health (£0.380m) Ongoing Internal Review of Public Health Funding towards related expenses
Housing	(790)	(790)	Homelessness Prevention Grant reserve (£0.790m) There is a Homelessness prevention reserve available of £790k that can be drawn down on to implement the prevention work. This will be used only when all other in year mitigation options are identified.
Sustainable Communities Regen & Economic Recovery	(730)	(2,697)	CIL Review (£0.500m) Further CIL monies being reviewed to support revenue expenditure where the conditions met.

			Streetlighting review (£0.230m) Current pilot is being evaluated.
Resources	(915)	-	Measures to reduce HB subsidy loss (£0.815m) Measures to reduce Housing Benefit subsidy loss
			Staffing Review (£0.100m) Staff reviews that may lead to further savings in salary costs
Assistant Chief Executive	(620)	(445)	Public Health (£0.320m) Ongoing Internal Review of Public Health Funding towards related expenses Public Health
			Drawdown of Election Reserve Funding (£0.300m) The Council review of the Election Fund Account has identified additional funding available in a reserve.
Corporate Items & Funding	(7,492)	(4,605)	Reduced borrowing need than budgeted (£0.605m) Potential saving as a result of a review of borrowing costs to fund the capital programme.
			Release of Corporate Reserve Top Up (£6.887m) The Council will release corporate reserve top up budget to support in year pressures.
Total Quantified Opportunities	(13,097)	(10,787)	
Un-Quantified Opportunities	P4 £'000	P3 £'000	Details of Opportunities
Children, Young People and Education	-	-	None
Adult Social Care and Health	-	-	None
Housing	-	-	New Housing Structure (temporary) We have a new temporary structure within Housing, including an Interim Director of Tenancy Services and three Change Managers, approx. £100k. We have bid for Transformation Funding to resources these additional positions.
Sustainable Communities Regen & Economic Recovery	-	-	None
Resources	-	-	Recovery of utilities debt from schools still owed from when bills were paid by the council and recharged to schools rather than been billed direct
Assistant Chief Executive	-	-	None
Corporate Items & Funding	-	-	None
Total Un-Quantified Opportunities			

4. DIRECTORATE VARIANCE DETAIL

4.1. Children, Young People and Education (CYPE)

At Month 4 a £0.133m underspend has been forecast alongside £1.305m of MTFS savings at risk of non-delivery together with £2.284m of other risks against £1.67m of opportunities. This is a **favourable** movement from Period 3 of £0.008m.

The £0.133m underspend is net position of £0.300m of non-delivery of the MTFS saving related to Public Health funding offset with a net benefit of £0.433m through underspends in Children's Social Care of £0.278m and £0.155m in non-DSG Education services.

The Directorate has also identified £2.284m of other risks in Table 2(b) which if realised could have a material impact on the CYPE forecast. These relate to cost pressures such as inflationary pressures above and beyond Council budgets and loss of income or contribution from the Council's partners.

However, the Directorate has identified potential opportunities of £2.170m from re-purposing grants and reducing legal costs substantially due to a reduction in age related assessment challenges.

4.2. Adult Social Care and Health (ASCH)

At Month 4, an underspend of £0.217m is forecast with £1.352m MTFS savings at risk of non-delivery and £0.380m opportunities have been identified.

The underspend is due in the main to the level of vacant posts across provider services.

The forecast has improved and there are still risks that some savings may not be achieved. This is, in part, due to the level of social work vacancies within Social Care Operations. The total risk indicated is £1.252m.

Unquantified Risks present continued concerns as to impact upon the Directorate budget over the remainder of the financial year:

- 1) Potential post COVID-19 latent demand working through the population resulting in additional care package placements and community equipment.
- 2) Inflation, rising fuel costs will result in significant expenditure for ASC Providers – may result in claims for increased fees and/or financial instability with potential for 'handing back' contracts.
- 3) Hospital discharge pressure as current system risk is running at winter activity levels due to COVID-19.

Continued detailed analysis of demand and cost will take place each month to the end of the financial year to enable, where possible, an estimate of the value of these current Unquantified Risks as listed.

There are also opportunities of £0.380m identified in relation of public health.

Deep dive analysis of the budgets in Transitions, Disability Services, Older Peoples Services and Mental Health is underway to support additional quality assurance and grip on the finances of these large and volatile budgets.

4.3. **Housing**

At Month 4, Housing is forecasting a £0.847m overspend in relation to temporary accommodation activity with key risks related to non-delivery of £0.929m of savings. However, the Directorate is looking to draw down £0.790m of housing reserves to support in year pressures and have identified this as an opportunity subject to further review. This will only be released once all other in-year mitigations have been exhausted.

The service is seeing an increase in demand for temporary accommodation and is also facing rising rental costs as the Council struggles to find viable accommodation.

4.4. **Sustainable Communities, Regeneration & Economic Recovery (SCRER)**

In Month 4, SCRER is forecasting a net overspend of £15.140m.

The main area of overspend relates to £10.5m shortfall in parking income, £0.950m relating to streetlighting energy costs and £0.5m SEN transport costs. This position has moved favourably from Month 3 by £1.351m.

There are also £0.319m other risks identified and £2.718m of MTFs savings at risk. However, the service has indicated £0.480m of opportunities which will need to be worked through to confirm their deliverability.

The service areas that are experiencing these overspends are within the Sustainable Communities division and particularly in the parking teams. Demand for parking services has not returned to pre-pandemic levels and this is affecting all areas of parking which includes, ANPR, pay and display and on-street parking. The division is also expecting delays in obtaining a license from government to run the Selective Licensing scheme which is further adding pressure of £1.580m.

The Council applied to renew its Landlord Licensing scheme in 2021/22 to the Department of Levelling Up, Housing and Communities (DLUHC). The Council budgeted for £1.5m of income that would be achievable from the scheme in this financial year. However, the scheme was rejected by the Secretary of State for DLUHC due to the lack of a Housing Strategy, one of the requirements for the scheme. The development of the Housing Strategy is being progressed but has not yet been completed due to the many other pressures in the Housing Service and the focus on the delivery of the Housing Improvement Plan. It also requires a review of the Council's policy for Landlord Licensing. It is expected that this will not be completed within the next 12 months and therefore for prudence the service is forecasting the non-delivery of the £1.5m income target.

Further pressures are experienced within Planning and Sustainable Regeneration Services particularly in relation to Building Control income and income from Planning.

4.5. **Resources**

There are no additional savings at risk and no further risks, however opportunities of £0.950m have been identified in relation to reducing the loss in relation to housing benefit which are being reviewed at this point and staff savings.

At this point in the year there are two significant areas of overspend.

1. Council wide utilities £4m. This is a national issue caused by wholesale increases in energy markets. Croydon's contract which was renewed in April 2022 is now subject to wholesale variations resulting in increased costs in 22/23.
2. Housing benefit recovery £7.685m (net position).

These are offset by interest payable on commercial properties gross of £2.445m (Net £1.636m).

Of the three key risks that were identified two have been mitigated down by predicted savings elsewhere.

Finance will be working closely with the services over the coming months to monitor and assist with mitigating these risks and pressures.

Work is ongoing around with the Legal Department to resolve the issues with the recharge budgets across the Council.

4.6. **Assistant Chief Executive**

At Month 4, £0.520m underspend is being projected, which is a favourable movement of £0.133m from month 3. Continued review on the income projections related to registrars and bereavement services has indicated an improvement to Month 3. This has led to risks reported at month 3 being removed at month 4 (£427k). Opportunities of £0.620m have also been identified.

Forecasting models are being reviewed and continue to improve. Risks around savings targets for Croydon Digital & Resident software rationalisation have been managed down by the service. Delivery of fees and charges savings of £205k will not be met but will be offset by savings in other areas. Movement from the previous month relates primarily to increased predicted underspends on staffing in Croydon Digital & Resident and Policy, Programmes & Performance.

4.7. **Corporate**

At Month 4, the corporate position is projecting an underspend of **£14.769m**. The corporate budget holds funding and financing streams such as Council Tax, Business Rates income share and General Revenue Support grant income. The corporate

budget also allocates Council wide risk contingency, inflation growth budgets and budgets to fund corporate debt and interest charges.

There has been no movement from Month 3 in the corporate projection. The release of contingency budgets and risk provisions were made to support some unexpected pressures arising from demand and inflationary pressures. A £1.400m of a provision release relates to risks to a key commercial loan which is now expected to be fully paid back in full. The total risk and provision assessments has released £10.769m.

Corporate Finance have also identified a further one-off £4.0m of reserve drawdown in 2021/22 to support the in year inflationary pressures that the Council is facing as a result of macroeconomic factors which are largely not in the Council's control.

4.8. Table 4 below summaries the overall position:

Table 4 – Summary – Month 4 with Month 3 Comparator

	Month 4	Month 3	Variance
	(£,000's)	(£,000's)	(£,000's)
Table 1 - Forecast	9,483	12,858	(3,375)
Table 2a - MTFS Savings Risk	7,204	6,024	1,180
Table2c - Other Quantifiable Risks	2,603	6,353	(3,750)
Table 3 - Quantifiable Opportunities	(13,097)	(10,787)	(2,310)
Total	6.193	14,448	(8,255)

5 Housing Revenue Account (HRA)

5.1 The HRA is currently forecasting a £3.147m variance against budget.

Table 5 – Housing Revenue Month 4 forecast

SERVICES	Projected Variance for Month	Variance For Previous Month	Change From Previous Month	Explanation of Variations
	£'000	£'000	£'000	
Responsive Repairs and Safety	893	616	277	£161k forecast for Disrepair compensation internal legal Fees. £700k overspend due to Axis expected contract inflation due to a change in inflationary basis which was reported as quantified risk and is now upgraded to pressure. £586k underspend due to vacant posts.
Asset Planning and Capital Delivery	(15)	0	(15)	Minor
Allocations Lettings and Income Collection	337	364	(27)	Minor
Tenancy and Resident Engagement	2,382	546	1,836	Pressure due to energy inflation costs expected to be £1.8m higher than budget.
Homelessness and Assessments	50	50	0	
Directorate & Centralised costs	(500)	(500)	0	
	3,147	1,076	2,071	

5.2 The variance at Month 4 has increased considerably and the service will need to ensure it delivers the HRA within its allocated budget. Nonetheless, the HRA has sufficient ring-fenced reserves to meet the £3.147m overspend currently projected if in year mitigations can't be found.

6 Capital Programme as Month 4

5.1 The GF and HRA capital programme have currently spent a gross £11.360m to the end of Month 4 against approved budgets of £134.152m. Forecast spend is £124.126m resulting in a forecast variance of £10.026m.

5.2 Table 6 below summarises the capital spend to date by directorate with further details of individual schemes provided in Appendix 2. Table 7 gives details of how the capital programme is financed. Table 6 below also has been revised for the items removed as per para 6.3 below.

Table 6 – Capital Programme as Month 4

Department	Approved Budget 2022-23	Actual to Date as at 31/07/22	2022/23 Forecasts as at Period 4	Variance To date 2022/23
	£'000	£'000	£'000	£'000
ADULT SOCIAL CARE AND HEALTH	1,707	-	1,707	-
HOUSING	3,493	381	3,493	-
ASSISTANT CHIEF EXECUTIVE	13,455	883	14,230	775
CHILDREN, YOUNG PEOPLE AND EDUCATION	15,964	635	7,314	(8,650)
SUSTAINABLE COMMUNITIES, REGEN & ECONOMIC RECOVERY	36,971	4,467	37,267	296
RESOURCES	11,430	1,516	13,802	2,372
CORPORATE ITEMS & FUNDING	29,049	-	29,049	-
General Fund Total	112,069	7,882	106,862	(5,207)
HOUSING REVEUNE ACCOUNT	22,083	3,478	17,264	(4,819)
LBC CAPITAL PROGRAMME TOTAL	134,152	11,360	124,126	(10,026)

Table 7 – Capital Programme Financing as at Month 4

	Approved Budget 2022/23 £'000	Forecast as at P4 2022/23 £'000	Variance 2022/23 £'000
General Fund Capital Financing			
CIL	7,427	7,427	-
s106	2,461	2,441	(20)
Grants & Other Contributions	33,447	19,939	(13,508)
Capital Receipts	4,049	4,049	0
Reserves	70	70	0
Borrowing	64,615	72,936	8,321
Total Financing – GF	112,069	106,862	(5,207)
Housing Revenue Account Capital Financing			
MRR	12,336	7,517	(4,819)
Reserves	9,747	9,747	0
Total Financing - HRA	22,083	17,264	(4,819)
TOTAL PROGRAMME	134,152	124,126	(10,026)

5.3 Work has been undertaken to review capital projects. The aim was to determine the nature of the spend and the challenges faced by the project leads when carrying out forecasting. Through this process it has transpired that there were a few capital projects that didn't meet the definition and criteria for capital spend and therefore they need to be removed from the capital programme. These schemes are:

1. Croydon Healthy Homes - £0.404m

2. Library Books purchase programme - £0.300m (part of Libraries Investment – General project)
3. CALAT Transformation - £0.390m
4. Members Enquiries reviews - £0.043m
5. Core Contract Procurement reviews- £0.530m

5.4 These schemes will be charged to revenue where funding exists and where there is no funding the scheme will need to stop until a funding source is identified. The purchase of Library books will continue as there is Revenue CIL funding available.

7 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 Finance comments have been provided throughout this report.

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

5.3 In-year savings are being sought across the Council to mitigate the projected overspend. Early actions are reported in the opportunities contained within this report. The impact of the in-year position is also being considered as part of the early planning for 2023/24.

5.4 The Council currently has a General Fund Reserve of £27.50m which serves as a further cushion should not all the overspend be eliminated by the end of 2022/23. However, any use of these reserves would have to be reinstated in later financial years as it's a one off support and not a permanent solution.

(Approved: Jane West – Corporate Director of Resources & S151 Officer)

8 LEGAL CONSIDERATIONS

5.5 The Head of Litigation and Corporate Law comments on behalf of the Director of Legal Services and Monitoring Officer that 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.

5.6 Section 28 of the Local Government Act 2003 provides that the Council is under a statutory duty to periodically conduct a budget monitoring exercise of its expenditure and income against the budget calculations during the financial year. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such remedial action as it considers necessary to deal with any projected overspends. This could include action to reduce spending, income generation or other measures to bring budget pressures under control for the rest of the year. The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the overspend.

5.7 In addition, the Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council's Chief Finance Officer has established financial procedures to ensure the Council's

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

- 5.8 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: Sandra Herbert, Head of Litigation and Corporate Law and Deputy Monitoring Officer on behalf of the Director of Legal Services and Monitoring Officer)

9 HUMAN RESOURCES IMPACT

- 5.1 There are no immediate workforce implications as a result of the recommendations in this report, albeit there is potential for a number of the proposals to have an impact on staffing. Any mitigation on budget implications that may have direct effect on staffing will be managed in accordance with relevant human resources policies and where necessary consultation with recognised trade unions.

Approved by: (Gillian Bevan, Head of HR, Resources and Assistant Chief Executives on behalf of Dean Shoesmith, Chief People Officer)

10 EQUALITIES IMPACT

- 5.1 There are no specific equalities issues set out in this report.
- 5.2 The Council has a statutory duty to comply with the provisions set out in the Sec 149 Equality Act 2010. The Council must therefore have due regard to:
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5.3 In setting the Council's budget for 2022/2023, all savings proposals must complete an Equality Impact Assessment. As Officers deliver against the approved budget, including the savings within it, they will continue to monitor for any unanticipated equality impacts. If any impacts arise, officers will offer mitigation to minimise any unintended impact.
- 5.4 The core priority of the Equality Strategy 2020-2024 is to tackle ingrained inequality and poverty and tackling the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice. The budget should take due regard to this objective in relation to each protected characteristic. The Borough's responsibility to asylum seekers, young people, disabled people and their families along with adults utilising social care provision is key to this regard. Though families and single parents are not classed as a protected characteristic under Equality Act 2010, the

Council is committed to tackling inequality and tackling socio economic inequality so may also consider the impact on families.

- 5.5 The cost-of-living increase has impacted heavily on the most economically vulnerable in society. Energy increases have led to some vulnerable groups having to make a choice between heating and eating. Despite proposed increases in fees and charges being below the rate of inflation they may still have a detrimental impact on residents from our most vulnerable groups. This could potentially have an adverse impact on poverty and inequality and a socio-economic impact on residents. Deprivation in borough is largely focused in the north and the east where most ethnic residents from the African, African Caribbean and Asian communities reside. Officers will seek mitigation if any equality analysis on a proposed change demonstrates a potential adverse impact. Such mitigation may include signposting to agencies which offer support with debt management.
- 5.6 The full impacts of Covid 19 and long Covid on the Adult Social Care Service may not be apparent at this time and could possibly lead to more adults experiencing disabilities either physical or mental and place additional pressure on Adult Social Care. There may also be a subsequent impact on disabled children along with their parents. It is essential to ensure that both groups receive an appropriate standard of care despite the pressure on services to reduce costs. Subsequently young people transitioning from Children's social care to Adults Social Care could impact heavily on budget dependent on the needs of individuals identified.
- 5.7 The impact on poverty and inequality may be increased for those residents who were economically affected by Covid 19 and are currently in rent arrears, have debt to energy companies or elsewhere.

(Denise McCausland, Equalities Programme Manager, Policy Programmes and Performance)

11 ENVIRONMENTAL IMPACT

- 5.1 There are no specific environmental impacts set out in this report

12 CRIME AND DISORDER REDUCTION IMPACT

- 5.1 There are no specific crime and disorder impacts set out in this report

13 DATA PROTECTION IMPLICATIONS

- 5.2 **WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?**

NO

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

NO, as the report contains no sensitive/personal data

Approved by Nish Popat – Interim Head of Corporate Finance

APPENDIX 1 – SERVICE BUDGETS AND FORECASTS MONTH 4

	Approved Budget	Current Actuals	(%age)	Full-Yr Forecast	Projected Variance
	(£,000's)	(£,000's)	(%age)	(£,000's)	(£,000's)
C1410E : ADULT SOCIAL CARE OPERATIONS	111,275	39,979	0	110,844	(431)
C1405E : TOTAL ADULT SOCIAL CARE AND HEALTH DIRECTORATE SUMMARY	1,175	(1,492)	(1)	1,555	380
C1420E : ADULT SOCIAL CARE POLICY AND IMPROVEMENT	11,375	4,526	0	11,210	(166)
TOTAL ADULT SOCIAL CARE AND HEALTH	123,825	43,013	0	123,609	(217)
C1305E : RESIDENT ENGAGEMENT AND ALLOCATIONS	8,175	(2,997)	(0)	9,065	890
C1310E : ESTATES AND IMPROVEMENT	82	109	1	39	(43)
TOTAL HOUSING	8,257	(2,887)	(0)	9,104	847
C1110E : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY DIRECTORATE SUMMARY	(262)	263	(1)	(1,440)	(1,178)
C1120E : SUSTAINABLE COMMUNITIES	22,479	10,197	0	37,705	15,226
C1130E : CULTURE AND COMMUNITY SAFETY DIVISION	4,543	1,827	0	4,793	250
C1140E : PLANNING AND SUSTAINABLE REGENERATION DIVISION	696	1,407	2	1,538	842
TOTAL SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY	27,456	13,693	0	42,596	15,140
C1605E : RESOURCES DIRECTORATE SUMMARY	(6,901)	172	(0)	(6,910)	(9)
C1610E : DIRECTOR OF FINANCE	9,114	57,580	6	15,953	6,839
C1620E : PENSIONS DIVISION	343	441	1	296	(47)
C1625E : MONITORING OFFICER	2,094	665	0	2,122	28
C1630E : INSURANCE, ANTI-FRAUD AND RISK	1,018	919	1	886	(132)
C1640E : LEGAL SERVICES DIVISION	(1,644)	136	(0)	(1,292)	352
C1650E : INTERNAL AUDIT SERVICE	597	708	1	644	47
C1690E : COMMERCIAL INVESTMENT AND CAPITAL DIVISION	11,707	4,104	0	13,763	2,056
TOTAL RESOURCES	16,328	64,725	4	25,463	9,135
C1205E : CHILDREN, YOUNG PEOPLE AND EDUCATION	584	160	0	584	-
C1210E : CHILDREN'S SOCIAL CARE	67,787	16,888	0	67,509	(278)

UNACCOMPANIED ASYLUM SEEKING CHILDREN (UASC) AND CARE LEAVERS	-	-	-	-	-
C1220E : EDUCATION DIVISION - exc DSG	7,425	13,698	2	7,270	(155)
C1230E : QUALITY, POLICY AND PERFORMANCE IMPROVEMENT	5,978	(3,618)	(1)	6,278	300
TOTAL CHILDREN'S, YOUNG PEOPLE AND EDUCATION	81,774	27,128	0	81,641	(133)
C1505E : ASSISTANT CHIEF EXECUTIVE DIRECTORATE SUMMARY	(90)	287	(3)	127	217
C1510E : CROYDON DIGITAL AND RESIDENT ACCESS	23,149	7,403	0	22,793	(356)
C1520E : CHIEF PEOPLE OFFICER DIVISION	3,192	1,156	0	3,032	(160)
C1530E : POLICY, PROGRAMMES AND PERFORMANCE	6,111	4,830	1	5,889	(222)
C1540E : PUBLIC HEALTH	-	(11,117)	-	0	0
C1550E : SERVICE QUALITY, IMPROVEMENT AND INCLUSION	-	-	-	-	-
TOTAL ASSISTANT CHIEF EXECUTIVE	32,362	2,558	0	31,842	(520)

Appendix 2 – Capital Programme Month 4

Scheme Name	Type	Original Approved Budget 2022/2023 £'000	Actual to Date as at 31/07/22 £'000	Forecast for year end 2022/2023 £'000	Variance to Date 2022/2023 £'000
Disabled Facilities Grant	Spend	2,993	381	2,993	0
Empty Homes Grants	Spend	500	0	500	0
HOUSING		£3,493	£381	£3,493	£0
Adults ICT	Spend	110	0	110	0
Adult Social Care Provision	Spend	0	0	0	0
Provider Services - Extra Care	Spend	500	0	500	0
Sheltered Housing	Spend	938	0	938	0
Capital investment in Garden Centre	Spend	159	0	159	0
ADULT SOCIAL CARE AND HEALTH		£1,707	£0	£1,707	£0
Bereavement Services	Spend	1,000	269	1,775	775
Community Ward Budgets	Spend	0	0		0
Finance and HR system	Spend	500	0	500	0
ICT Refresh & Transformation	Spend	8,955	279	8,955	0
People ICT	Spend	3,000	335	3,000	0
Uniform ICT Upgrade	Spend	0	0	0	0
ASSISTANT CHIEF EXECUTIVE		£13,455	£883	£14,230	£775
Education – Fire Safety Works	Spend	902	0	902	0
Education - Fixed Term Expansions	Spend	3,243	3	843	(2,400)
Education - Major Maintenance	Spend	9,549	324	4,049	(5,500)
Education - Miscellaneous	Spend	0	112	134	134
Education - Permanent Expansion	Spend	44	22	319	275
Education - Secondary Estate	Spend	0	41	41	41
Education - SEN	Spend	2,226	133	1,026	(1,200)
CHILDREN'S, YOUNG PEOPLE & EDUCATION		£15,964	£635	£7,314	(£8,650)
Allotments	Spend	200	177	200	0
Fixtures & Fittings FFH	Spend		571	571	571
CALAT Transformation	Spend		0	0	0
Capitalised Feasibility Fund	Spend	330	0	330	0
Growth Zone	Spend	4,000	7	4,000	0
Grounds Maintenance Insourced Equipment	Spend	200	0	200	0
Highways - maintenance programme	Spend	8,618	1,376	13,290	4,672
Highways - maintenance programme (staff recharges)	Spend	0	0	0	0
Highways – flood water management	Spend	435	174	895	460
Highways - bridges and highways structures	Spend	3,403	1,102	3,403	0
Highways - Tree works	Spend	56	0	56	0
Mitigate unauthorised access to parks and open spaces	Spend	73	0	73	0
Leisure centres equipment upgrade	Spend	70	56	206	136
Libraries Investment - General	Spend	1,614	98	300	(1,314)
Libraries investment – South Norwood library	Spend	412	0	412	0
Museum Archives	Spend	75	0	75	0

Neighbourhood Support Safety Measures	Spend		0		0
Parking	Spend	2,141	64	2,141	0
Play Equipment	Spend	380	53	380	0
Safety - digital upgrade of CCTV	Spend	1,539	0	1,539	0
Section 106 Schemes	Spend	0	2	2	2
Signage	Spend	137	0	274	137
South Norwood Good Growth	Spend	1,032	45	1,208	176
Kenley Good Growth	Spend	425	39	760	335
Sustainability Programme	Spend	565	0	565	0
TFL - LIP	Spend	9,266	635	4,326	(4,940)
Unsuitable Housing Fund	Spend	0	61	61	61
Walking and cycling strategy	Spend	0	0	0	0
Waste and Recycling Investment	Spend	1,000	0	1,000	0
Waste and Recycling - Don't Mess with Croydon	Spend	1,000	7	1,000	0
Schemes with completion date prior to 2020/21	Spend	0	0		0
SUSTAINABLE COMMUNITIES, REGEN & ECONOMIC DVLPT		£36,971	£4,467	£37,267	£296
Asset Strategy - Stubbs Mead	Spend	700	0	300	(400)
Asset Strategy Programme	Spend	225	0	225	0
Asset Acquisition Fund	Spend	390	0	250	(140)
Clocktower Chillers	Spend	412	0	412	0
Corporate Property Maintenance Programme	Spend	2,500	242	2,716	216
Crossfield (relocation of CES)	Spend	0	0	0	0
MHCLG Code Sharing Project	Spend		0		0
Brick by Brick programme	Spend	6,203	0	6,203	0
Fairfield	Spend	1,000	1,274	3,448	2,448
Fieldway Cluster (Timebridge Community Centre)	Spend	0	0	248	248
RESOURCES		£11,430	£1,516	£13,802	£2,372
Capitalisation Direction	Spend	25,000	0	25,000	0
Transformation Spend (Flexible Capital Receipts)	Spend	4,622	0	4,049	0
CORPORATE ITEMS & FUNDING		£29,622	£0	£29,049	£0
NET GENERAL FUND TOTAL		£112,642	£7,882	£106,862	(£5,207)
Asset management ICT database	Spend		84	155	155
Fire safety programme	Spend		292		0
Larger Homes	Spend		0		0
Major Repairs and Improvements Programme	Spend	22,083	3,101	17,109	(4,974)
Affordable Housing	Spend		1		0
HOUSING REVENUE ACCOUNT		£22,083	£3,478	£17,264	(£4,819)
OVERALL CAPITAL PROGRAMME (GF and HRA)		£134,725	£11,360	£124,126	(£10,026)

Appendix 3

REPORT TO:	Cabinet 14th September 2022
SUBJECT:	Financial Performance Report – Month 3 (June 2022)
LEAD OFFICER:	Jane West, Corporate Director of Resources (Section 151)
CABINET MEMBER:	Councillor Jason Cummings Cabinet Member for Finance

SUMMARY OF REPORT:

This report provides the Council’s annual forecast as at Month 3 (June 2022) for the Council’s General Fund (GF), Housing Revenue Account (HRA) and the Capital Programme (CP). The report forms part of the Council’s financial management process of publicly reporting financial performance against its budgets on a monthly basis.

FINANCIAL IMPACT

The Month 3 position shows a further deterioration of the Council’s forecast outturn for 2022/23 since Month 2. This is the third month in succession that the position has worsened, and urgent measures are being planned to reverse this trend. Early mitigating actions are reported in the opportunities contained within this report. The impact of the in-year position is also being considered as part of the early planning for 2023/24.

The end of year projection is currently indicating a net overspend of £12.857m against budget. There are a further set of risks and opportunities, which indicate a net risk of £2.070m (risks £12.377m and opportunities of £10.307m), but they are not yet sufficiently developed to be included in the outturn forecast. Should these materialise, they will have a further negative impact on the projected outturn forecast.

Section 3 details these risks and the risk mitigations that have been identified at this stage, and further discusses the impact on the GF if these risks were to materialise and the mitigations are not effective.

The HRA is indicating a £1.076m overspend variance against budget.

The Capital Programme has spent £4.907m against a £134.470m budget in the third month. The end of year position is forecast to be an underspend of £5.658m.

The Executive Mayor in Cabinet is recommended to:

1.12 Note the General Fund is projecting a net overspend of £12.857m as at Month 3. Service directorates are indicating a £26.226m overspend with a £13.369m underspend corporately.

1.13 Note that a further number of risks and compensating opportunities may materialise which would see the forecast year-end variance change. These indicate a net risk of £2.070m (risks £12.377m and opportunities of £10.307m) and

are reported within Section 3 of this report. Should all these risks materialise, and none of the mitigations be effective, the Council is forecast to overspend by £25.234m.

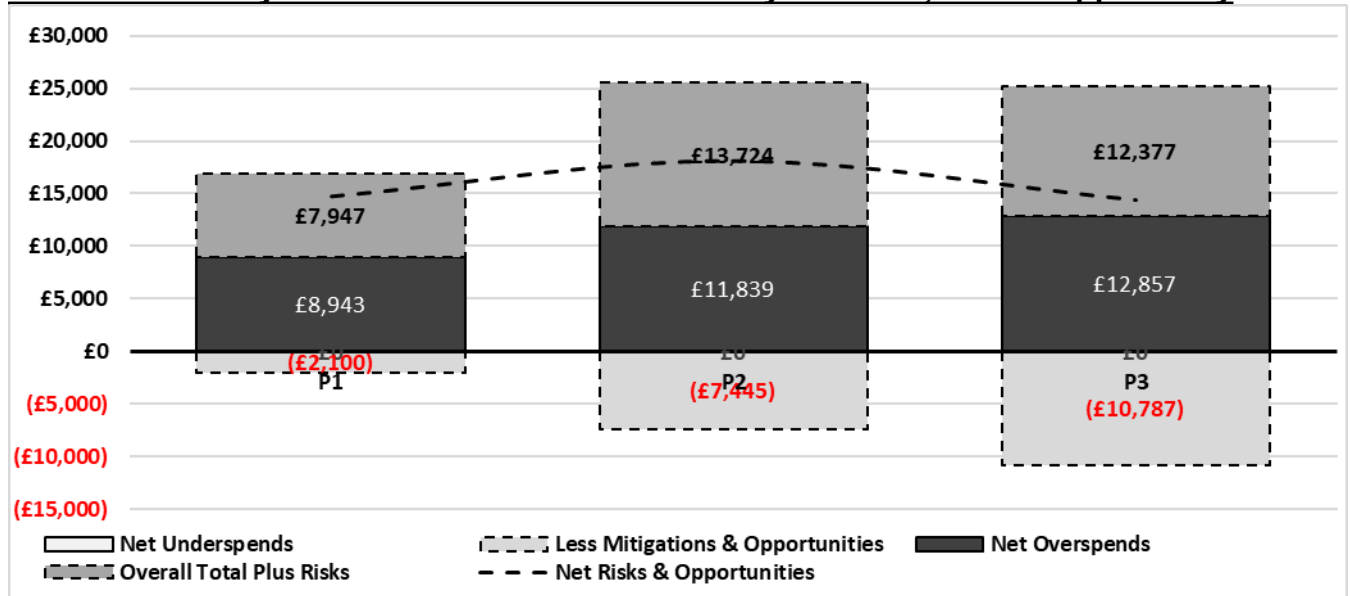
- 1.14 To approve the non-delivery of the MTFs savings as indicated within Table 2a.
- 1.15 Note the Housing Revenue Account (HRA) is projecting a £1.076m overspend.
- 1.16 Note the Capital Programme spend to date for the General Fund of £3.516m (against a budget of £114.549m) with a projected forecast underspend of £5.813m for the end of the year.
- 1.17 Note the Housing Revenue Account Capital Programme spend to date of £1.391m (against a budget of £22.083m), with a projected forecast overspend of £0.155m for the end of the year.
- 1.18 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 made based on the best available information at this time.
- 1.19 Note, the Council continues to operate with the Spend Control Panel to ensure that tight financial control and assurance oversight are maintained, and a new financial management culture is being implemented across the organisation through increased scrutiny, such as the Assurance meetings, improved communication and budget manager training from CIPFA.
- 1.20 Agree that the three capital schemes listed in paragraph 6.3 are removed from the Capital Programme as following a detailed review, it has been established that they do not meet capital expenditure criteria. These schemes will be assessed as to whether they are still relevant and if so, whether resources are available to deliver them within the General Fund budget for 2022/23.

2. EXECUTIVE SUMMARY

- 2.1. The Financial Performance Report (FPR) is presented to each Cabinet meeting and provides a detailed breakdown of the Council's financial position and the in-year challenges it faces. It covers the GF, HRA and Capital Programme. The FPR ensures there is transparency in our financial position, and enables scrutiny by the Executive Mayor, Cabinet, Scrutiny and the public. It offers reassurance in regard to the commitment by Chief Officers to more effective financial management and discipline.
- 2.2. The GF revenue forecast outturn for Month 3 is an overspend of £12.857m. This is an adverse movement of £1.019m from Month 2 representing the third month in succession that the position has worsened.
- 2.3. There are a further set of risks and opportunities, which indicate a net risk of £2.070m to that outturn forecast (risks £12.377m and opportunities of £10.307m), but the risks are not yet sufficiently developed to be included in the outturn forecast. Should they materialise, they will have a further negative impact on the projected outturn forecast. These are outlined in detail in Section 3 of this report.

2.4. The chart below illustrates the trend in the monthly monitoring reports for this financial year and shows both the forecast as well as the quantum of risks and opportunities, together with the impact should all risks and opportunities fully materialise (dashed line).

Chart 1 – Monthly financial movements on Monthly Forecast, Risk & Opportunity



2.5. This report provides a Month 3 position, which is still at an early stage of the financial year and therefore gives the Council an opportunity to ensure the significant pressures being reported are being mitigated. Early mitigating actions for the projected overspend are reported within the opportunities contained in this report. The impact of the in-year position is also being considered as part of the planning for 2023/24.

2.6. The Housing Revenue Account is forecasting an overspend of £1.076m (an increase of £1.027m on the Month 2 forecast). This unfavourable projected variance will either be met by new in-year cost reductions or be met from HRA reserves.

2.7. The Capital Programme for both the GF and HRA is reporting a total expenditure to date of £4.907m of which £3.516m is within GF and £1.391m for the HRA. The overall capital spend is projected to be £130.974m against a budget of £136.632m. This will result in a £5.813m underspend to budget. A review is currently underway of the Capital Programme with a view to reducing spend in 2022/23.

2.8. The 2022/23 outturn forecast includes the use of a £25.00m agreed capitalisation direction, to balance the Council's revenue budget. The capitalisation direction was approved (minded to) by the Department of Levelling Up, Housing and Communities (DLUHC) in March 2022 subject to regular positive reports from the Improvement and Assurance Panel and the Budget was approved at Full Council on 7th March 2022.

2.9. 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. The format of this report will continue to evolve over this financial year.

- 2.10. The format of this report will expand as it will be important for the Council to be able to identify the additional pressures that the global economic crisis is causing in inflation and the impact on supplies and services the Council provides.
- 2.11. The Council continues to build on the improvements in financial management that were made over the past year however there is a considerable amount yet to do, which is fully recognised within the organisation. The Council's financial recovery is outlined within the three-year MTFs. The second year of that strategy has always been recognised as the toughest of the three to deliver.
- 2.12. In addition, and as this report identifies, the Council continues to face significant financial pressures. The delivery of Year 1 of the MTFs / financial recovery plan (2021/22) was aided by covid depressed demand for Council services that enabled the monthly expenditure to be reported as an underspend in many areas. Demand has begun to pick up for some Council services which is removing that underspend. There are also early signs of demand increasing for some services due to the cost-of-living pressures being driven by the current national economic outlook. In addition, some resident behaviour which has generated revenue for the Council in the past has failed to be reinstated post-covid. The inflationary pressures already showing in this forecast outturn are significant and further detailed at 2.16 and 2.17.
- 2.13. The outturn forecast identifies an overspend that the Council will need to mitigate. This report flags a number of other risks that could be realised and be declared in the outturn forecast during the year which would further worsen the position.
- 2.14. Over the last financial year, a monthly budget assurance process and independent challenge of expenditure by the Improvement and Assurance Panel took place. This is in addition to Cabinet, and Scrutiny and Overview review. The monthly budget assurance process has been reviewed and strengthened based on the learning from last year. The aim of the officer assurance meetings is to provide the Corporate Director of Resources (Section 151 Officer) and the Chief Executive with an opportunity to scrutinise and challenge the forecast outturn, review risks and opportunities to mitigate, challenge the use of accruals and provisions, ensure savings are delivered and income targets are met. Overall, the meetings ensure the Council is doing all it can to reduce overspends and deliver a balanced budget. Each Directorate is asked to identify mitigations and in year cost reductions to ensure that the Council brings its expenditure within budget to avoid any call on reserves.
- 2.15. The macroeconomic climate is causing further pressure on the Council particularly from a very tight labour market and significant inflationary pressures. Energy expenditure will increase considerably as the UK sees significant increases in wholesale costs. The Council has budgeted a 5% inflationary uplift on all its contracts costs which is a prudent level compared to historic standards. However current inflation rates, which are north of 9% and therefore significantly higher than budgeted, poses an added challenge that the Council does not have full control over. The Council cannot absorb all inflationary costs itself and will need to find ways to ensure the burden of these costs is fairly shared with our suppliers and customers.
- 2.16. Within the forecast currently the Council has included a total of £7m gross inflationary pressure and this is based on recent requests that the Council has received from

suppliers. The corporate budget of £4m has been released to support this, but this still leaves a gap of £3.00m that would need to be funded. The Council has reserves to support this, however the first option will be to find in year mitigations from current operations to avoid overspends. Energy cost inflation contributes significantly to these pressures, for instance the streetlighting energy costs have increased by £1.18m.

2.17. In addition, the Council is continuing to work closely with the external auditors on finalising the 2019/2020 and 2020/2021 audit of accounts and is in the process of completing the accounts for 2021/22. The finalisation of the accounts may have implications for this year's budget.

3. FINANCIAL POSITION

3.1. The FPR shows that the Council is forecast to have a GF net overspend variance of £12.857m as at Month 3. This is an adverse movement from Month 2 by £1.019m. As Table 1 indicates, the overarching cause of the reported pressure is as a result of £7.892m non-delivery of savings and £4.965m other pressures which are expanded in section 4 of this report.

3.2. Directorate teams and Finance colleagues meet monthly to review the forecast position for each area, including risks of overspending and identify further options to mitigate these. A table of risks and opportunities are provided within this section where applicable.

3.3. The forecast outturn position of the General Fund is shown below in Table 1.

Table 1 – Month 3 Forecast per Directorate

Directorates	Month 3 Forecast Variance (£,000's)	Month 2 Forecast Variance from Previous month (£,000's)	Change from previous month (£,000's)	Savings Non- Delivery (£,000's)	Other Pressures (£,000's)
Children, Young People and Education	(125)	(422)	297	300	(425)
Adult Social Care and Health	58	(158)	216	380	(322)
Housing	1,386	661	725	50	1,336
Sustainable Communities Regen & Economic Recovery	16,491	15,820	672	6,748	9,743
Resources	8,803	9,298	(495)	302	8,501
Assistant Chief Executive	(387)	9	(396)	112	(499)
Departmental Total	26,227	25,208	1,019	7,892	18,334
Corporate Items & Funding	(13,369)	(13,369)	-	-	(13,369)
Total General Fund	12,858	11,839	1,019	7,892	4,965

3.4. Net overspends and underspends within the service budgets are presented as a forecast variance (as per Table 1) and are additionally classified as either non-delivery

of agreed in year savings or other pressures which were not foreseen or quantifiable at the time of setting the budget.

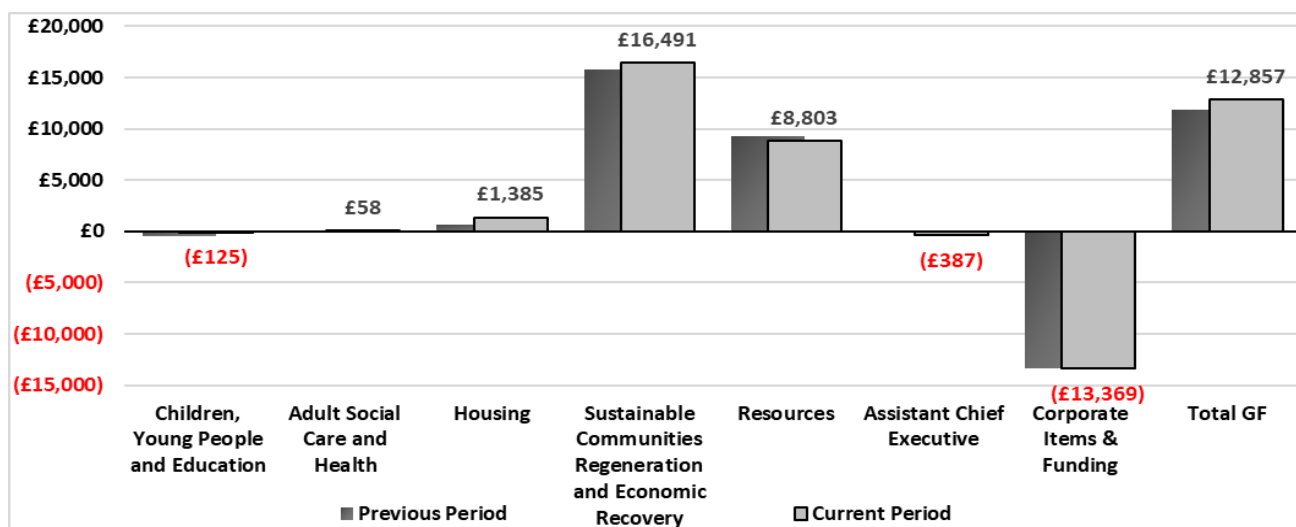
3.5. The main areas of movement from Month 2 are as follows:

- Adult Social Care and Health Directorate's £0.216m **adverse** movement is due in the main to a reappraisal of the financial impact of Care Act 2014 assessment outcomes in the Transition and 18 – 65 year Disability Services latent demand.
- Sustainable Communities, Regeneration and Economic Recovery Directorate's **adverse** movement of £0.672m is due to lower-than-expected income from various parking services and projected additional pressures in relation to street lighting energy costs which are above the 5% Council wide inflation allocation.
- Resources Directorate has moved £0.495m **favourably** from Month 2, which is largely as a result of an opportunity of £2.445m previously reported in Month 2 in relation to an interest charge budget which is no longer required as this is budgeted corporately. This is now identified as an achievable saving. However, the forecast is impacted by an adverse movement from housing benefit claims by £2.00m. This has arisen due to pressures related to housing provision for temporary accommodation clients who are placed in sheltered accommodation. This has been identified in an annual external audit report which shows housing benefit expenditure that is not eligible for grant funding from the Department of Work and Pensions. This is on top of the shortfall on the housing benefit budget of £5m identified in Month 1.
- Housing Directorate is indicating a £0.725m **adverse** movement due to an increase in demand for temporary accommodation.
- Children, Young People and Education Directorate is reporting a £0.297m **adverse** movement from Month 2 mainly due to £0.300m income shortfall related to review of public health expenditure that can now not attract public health funding.
- Corporate Budget is projecting a net nil movement from Month 2.

Further details for each Directorate can be found in section 4 of this report.

3.6. The chart below shows the forecast by Directorate for both the current and previous month:

Chart 2: Forecast per Directorate as at Month 3



Risks and Risk mitigations

- 3.7. The outturn forecast has been reported excluding further potential risks and risk mitigations. Risks are split in to MTFS savings risks and other risks. Savings risks relate to savings proposals that were approved at Full Council in March 2022 to deliver a balanced budget. Other risks are risks that have risen from other operational challenges but not related to the delivery of savings. Risk mitigations are proposals that the services have identified that would mitigate their risks and help bring spend back within budget. These are not firmed up proposals and there is always the risk the opportunities will not materialise once detailed work has been done.
- 3.8. Savings are at various stages in their delivery, and it is important that the Council transparently reports the progress on these. Savings which are not deliverable are included within the forecast as overspends, however other MTFS savings which are at risk of non-delivery are reported in Table 2b. Table 2a below provides a summary of progress per directorate on delivery of their savings targets.

Table 2a – Progress on MTFS Savings

Directorate	Target	Delivered	On Track	At Risk	Not Deliverable (In Forecast)
Adult Social Care and Health	(£16,378,000)	£5,490,000	£9,398,000	£1,110,000	£380,000
Assistant Chief Executive	(£9,543,000)	£250,000	£8,281,000	£900,000	£112,000
Children, Young People and Education	(£9,564,000)	£896,000	£7,063,000	£1,305,000	£300,000
Housing	(£2,853,000)	£12,000	£1,577,600	£1,213,400	£50,000
Resources	(£3,139,000)	£0	£2,727,000	£0	£302,000
Sustainable Communities Regen & Economic Recovery	(£12,396,000)	£967,000	£3,134,500	£1,496,500	£6,748,000
Grand Total	(£53,873,000)	£7,615,000	£32,181,100	£6,024,900	£7,892,000

- 3.9. Other risks and risk mitigations are split into quantified and unquantified items.

- 3.10. As with the outturn forecast set out in Table 1, risks are separately reported for those elements that relate to potential non or under-delivery of approved savings, as agreed by Full Council in March 2022, and those that are new and not directly related to agreed savings plans.
- 3.11. The Council is encouraged to be transparent in flagging its risks that could potentially result in a change to the outturn forecast. This allows the Council to act and support these challenges before they become realised.
- 3.12. Table 2b below provides for details of MTFS savings that are at risk of non-delivery with a brief commentary of the projects that are not or are unlikely to deliver the expected savings and Table 2c provides a list of quantified and unquantified other risks, which are in addition to the savings risks.
- 3.13. The report 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 directorate experience of the service.

Table 2b – Month 3 MTFS Savings Risk

MTFS Savings Ref	MTFS Savings Description	Savings at risk Current Month P3 (£,000's)	Savings at risk Previous Month P2 (£,000's)	Change From Prior Month (£,000's)
21/22 CYPE 05	Review Support for Young People where Appeal Rights Exhausted	225	140	85
21/22 CYPE 06	Improve Practice System Efficiency	290	290	0
22/23 CYPE 07a	NHS Funding- children with disability funding	490	490	0
22/23 CYPE 07b	NHS Funding – EHCP therapies funding	300	300	0
Children, Young People and Education Total		1,305	1,220	85
21/22 ASCH 01	Baseline Savings - Disabilities Operational Budget	833	833	0
21/22 ASCH 05	Baseline Savings - Mental Health Operational Budget	83	83	0
21/22 ASCH 08	Baseline Savings - Older People Operational Budget	194	194	0
Adult Social Care and Health Total		1,110	1,110	0
22/23 HOUS 11	Procurement of EA Contracts	125	125	0
22/23 HOUS 12	Staffing Review	113	113	0

22/23 HOUS 13	Income Maximisation - Rent Collection	168	168	0
22/23 HOUS 17	Housing Benefit Maximisation	60	60	0
22/23 HOUS 04	Repurpose under-utilised sheltered housing stock	158	0	158
22/23 HOUS 07	Ending EA/TA where the council has no duty	97	0	97
22/23 HOUS 09	Incentivising temporary accommodation leasing schemes	104	0	104
22/23 HOUS 01	Impact of maximising homelessness prevention	289	0	289
22/23 HOUS 02	Impact of increasing speed of homelessness decisions	40	0	40
22/23 HOUS 14	Resident Engagement & Tenancy Services £100,000 saving in 22/23	60	0	60
Housing Total		1,213	466	747
21/22 SCRER 09	Reduce Spatial Planning (Local Plan Team and Place Making Team)	484	484	0
21/22 SCRER 14	Fees And Charges Income	58	58	0
21/22 SCRER 16	Revised Landlord Licensing scheme	150	150	0
22/23 SCRER 06	Review and reduction of the Neighbourhood Operations (NSO team)	260	260	0
22/23 SCRER 12	Contract Savings - Pay and Display Machines	0	300	(300)
22/23 SCRER 16	Private Sector Environmental Enforcement	63	63	0
22/23 SCRER 19	New gym in Monks Hill Leisure Centre	90	90	0
22/23 SCRER 22	22/23 Increase in fees and charges income	292	292	0
22/23 SCRER 28	Merger of Management Functions in Place	100	100	0
Sustainable Communities Regen & Economic Recovery Total		1,497	1,797	(300)
22/23 RES SAV 01	Council wide legal services review	0	130	(130)
Transfer 02	Fees And Charges	0	26	(26)
22/23 O/S Form 20	Increase in fees and charges	0	143	(143)

Resources Total		0	299	(299)
Corporate Items & Funding Total		0	0	0
22/23 COR SAV 09	Rationalisation of software applications and contracts	300	750	(450)
22/23 ACE 18	Contract Savings - Managed Service Provider for Temporary Agency Resources £600K saving in 22/23	600	0	600
Assistant Chief Executive Total		900	750	150
Total Savings at Risk		6,024	5,641	383

Savings at significant risk of delivery (in forecast)

Directorate & Saving Description	Sum of Target £'000	Sum of Balance to Deliver £'000
Adult Social Care and Health	(16,378)	380
Refocusing Public Health funding - New Youth & Wellbeing Offer	(380)	380
Assistant Chief Executive	(9,543)	112
Fees And Charges	(19)	19
Increase in fees and charges	(93)	93
Children, Young People and Education	(9,564)	300
Refocusing Public Health funding - New Youth & Wellbeing Offer	(300)	300
Housing	(2,853)	50
Reduction in Welfare Rights by 5 FTE (PLAN A)	(88)	50
Resources	(3,139)	302
Council wide legal services review	(130)	130
Fees And Charges	(44)	28
Increase in fees and charges	(218)	144
Sustainable Communities Regen & Economic Recovery	(12,396)	6,748
ANPR camera enforcement	(3,180)	3,180
Business Tender Contract Savings	(120)	40
Contract Savings - Pay and Display Machines	(300)	300
Increase in Pre-Planning Applications	(66)	66
Independent travel optimisation	(20)	20
Introduction of a variable lighting policy	(417)	417
Parking charges increase	(650)	650
Private Sector Environmental Enforcement	(250)	125
Review and reduction of the Neighbourhood Operations (NSO team)	(950)	450
Revised Landlord Licensing scheme	(2,300)	1,500
Grand Total	(53,873)	7,892

Table 2c – Other quantifiable and unquantifiable risks

Quantified Risks	P3 £'000	P2 £'000	Details of Risk
Children, Young People and Education	3,334	3,734	Education and Health Care Coordinators staffing cost to be chargeable to General Fund (£1.000m) This represents additional staffing resources more likely to be required to meet the SEND Strategy
			Capitalisation income (£0.784m) This is a historic income budget that was added to Children's Social Care. This amount was funded from capital receipts until 2020/21 and the budget was not corrected in 2022/23 budget setting
			CLA Cost of Living (£1.500m) There is an expectation that children in care providers will increase placement costs as the cost of living rises
			Delayed implementation of Children Centre (£0.050m) Expected savings from project at risk due to delayed implementation
Adult Social Care and Health	-	-	None
Housing	-	-	None
Sustainable Communities Regen & Economic Recovery	2,592	3,082	Energy cost pressure in Leisure Contract (£0.500m) This may need renegotiation with the Leisure provider and therefore cannot be fully quantified at this time.
			Additional RISK in SEN Transport (£1.000m) Due to continuing increase in the number of SEN Users and passenger routes coupled with price rises from providers there is a risk the costs for SEN transport could increase further.
			Waste Guaranteed Income Risk (£0.812m) Risk identified by SLWP in connection with Veolia Claim for reduction in Guaranteed Income Payable to Council due the continued effect on commercial income related to Covid. This is being disputed by the SWLP.
			Implementation delay in closure of NSO service (£0.125m) The outsourcing of Environmental Enforcement Team Earmarked in MTFs for 22/23 was based on the closure of the NSO Service however this has faced delays in implementation. This element is the 50% of the total savings target and the other 50% is within forecast.
			Delay in recruitment of Community Enforcement Officers [CEO] (£0.155m) Parking income at risk as difficulties in attracting applicants to the vacant CEO roles
Resources	-	640	Masts Income HRA masts Income budget that was previously incorrectly included in GF has now been moved in forecast and the service is not projecting any new risks.

Assistant Chief Executive	427	627	Green Lawn Memorial Park (£0.127m) Risk based upon the lack of available graves until the cemetery extension opens. Memorial Park works are anticipated to be complete by November 2022 and ready for operation by the spring of 2023.
			Crematorium (£0.300m) Increased competition from neighbouring facilities and direct cremations could lead to lower income from fees & charges. This risk is being flagged and the service will review profiling of income targets for the year.
Total Quantified Risks	6,353	8,083	

Un-Quantified Risks	P3 £'000	P2 £'000	Details of Risk
Children, Families and Education	-	-	None
Adults, Health and Social Care	-	-	Potential post Covid-19 pandemic latent demand working through the population resulting in additional care packages placements.
	-	-	Inflation, rising fuel and food costs significant expenditure for care providers - may result in claims for increased fees or face financial instability
	-	-	High vacancy rate is caused by significant challenges in recruitment across the Directorate. This means staff are focused on statutory delivery, rather than transformation. This is a national issue.
	-	-	Hospital discharge pressure as current system risk is running on winter volume levels due to Covid and backlog, despite being summer.
Housing	-	-	New temporary Housing staffing structure A bid for transformation funding is being sought to support delivery of efficiencies within the service and bring in cost reductions.
Sustainable Communities Regen & Economic Recovery	-	-	Although unknown at this stage there is a potential £500k risk to Roads and Street Network Income due to delays and disputes with utility companies in relation to coring activities. Further work is being undertaken to quantify these risks and where possible mitigate the effect.
	-	-	At present there is a £1m risk in quantifiable risks due to demand on the SEN Transport service in terms of the number of users. Additionally, there is now inflation that is affecting the service with information on what new routes will be being collated. Until the number of required routes is established (should be done by end of July as school numbers will be known by then) there is a significant risk of additional costs as fuel rates are high
Resources	-	-	Core Savings and Fees & Charges Review Budgeted savings on fees & charges (£312,000) and contracts (£350,000) will be difficult to achieve. Costs in these areas for this service are contract based and are not easily varied in the short term. Officers hope to

			mitigate this in year but would like to highlight the risk at this stage.
	-	-	Legal Trading Model The legal trading services model is under review. Until this review is completed officers are flagging this area as a risk. Last year Legal Services were overspent by £306,000.
	-	-	Permanent Establishment Shortfall There is a permanent shortfall in the establishment budget of £0.527m. Last year this was mitigated by vacancy savings and court cost recovery. Vacancies have been identified as savings in 2022/23 and it is expected that court cost recovery levels will reduce once backlogs caused by the pandemic, are managed down. It is hoped to mitigate this in year.
Assistant Chief Executive	-	-	None
Corporate Items & Funding	-	-	None
Total Un-Quantified Risks			

3.14. Table 3 provides a list of quantified and unquantified risk mitigations or opportunities. These are potential risk mitigations that will require further assurance to be included within the forecast. Service managers have identified these as potential mitigations to the risks identified Tables 2 and 2b.

Table 3 - Quantifiable and unquantifiable opportunities

Quantified Opportunities	P3 £'000	P2 £'000	Details of Opportunities
Children, Young People and Education	(1,870)	(1,000)	<p>Staying Put Grant (£1.00m) The Council received additional allocation of the staying put grant in 2021/22 and it is anticipated that this funding will be available in 2022/23. The service is waiting for confirmation from Government.</p> <p>Public Health funding (£0.300m) Further review, to support the service, is ongoing to ensure public health related spend is met from Public Health Grant.</p> <p>Children Service legal costs (£0.570m) Review on operations to mitigate legal costs arising from challenges from service users. The aim is to improve the operations and process to ensure all aspects of support is carefully provided.</p>
Adult Social Care and Health	(380)	-	Public Health funding (£0.380m)

			Further review to support the service, is ongoing to ensure public health related spend is met from Public Health Grant.
Housing	(790)	-	Homelessness Prevention Reserve (£790k) There is a Homelessness prevention reserve available of £790k that can be drawn down on to implement the prevention work. This will be used only when all other in year mitigation options are identified.
Sustainable Communities Regen & Economic Recovery	(1,717)	-	Additional funding from corporate inflation (£1.717m) Reserves to support unique challenges in significant increases in energy costs which will impact key services within Directorate. This includes significant pressures in streetlighting energy costs, waste management and transport for SEN.
	(500)	0	Leisure centre price rises (£500k) Increases in prices at leisure centres will help mitigate energy pressures.
	(250)	0	CIL Review (£250k) Further CIL monies being reviewed to support revenue expenditure where the conditions met.
	(230)	0	Streetlighting operational hour review (£230k) Cost reduction from additional dimming and switch off streetlighting during the evening and late at night.
Resources	-	(2,445)	The service has an additional Interest Charge budget in Property which is also available in corporate budgets. Therefore, this has now been confirmed as achievable and is in the forecast.
Assistant Chief Executive	(445)	-	Public Health Grant Review (£320k) Potential for Public Health grant to be used to cover related spend across other Council areas.
			Staffing Review (£125k) Staff reviews that may lead to further savings in salary costs.
Corporate Items & Funding	(4,605)	(4,000)	Cost of Living Reserve (£4.00m) Additional drawdown of cost-of-living reserve to support inflationary pressures caused by adverse macroeconomic conditions. Staffing Cost Review (£0.125m) Further corporate review of staffing costs across every directorate to reduce Reduced borrowing for capital programme (£0.480m) The total borrowing required to fund the 21/22 capital programme is less than projected and therefore it is expected that the Council will incur lower interest costs.

Total Quantified Opportunities	(10,787)	(7,445)	
---------------------------------------	-----------------	----------------	--

Un-Quantified Opportunities	P3 £'000	P2 £'000	Details of Opportunities
Children, Young People and Education	-	-	None
Adult Social Care and Health	-	-	None
Housing	-	-	New Temporary Housing Staffing Structure We have a new temporary structure within Housing, including an Interim Director of Tenancy Services and three Change Managers. A transformation bid has been submitted and is being reviewed.
Sustainable Communities Regen & Economic Recovery	-	-	Fees and Charges allocations against Statutory Charges Inflated income targets have been allocated to services who are unable to increase their fees and charges to meet those targets because the fees are set by government. The service will seek alternative ways to mitigate these pressures.
Resources	-	-	Review of Housing Benefit payments to support exempt accommodation. The work will involve invest to save proposal and close working with Housing to determine how quickly the cost reductions can be
Assistant Chief Executive	-	-	Review of concessionary fares scheme to generate cost savings.
Corporate Items & Funding	-	-	Review of the capital programme to delay projects where borrowing as a funding source.
Total Un-Quantified Opportunities			

4. DIRECTORATE VARIANCE DETAIL

4.1. Children, Young People and Education (CYPE)

At Month 3 a £0.125m underspend has been forecast alongside £1.305m of MTFs savings at risk of non-delivery together with £3.334m of other risks against £1.0m of opportunities. This is an **adverse** movement from Period 2 of £0.297m.

The £0.125m underspend is net position of £0.300m of non-delivery of the MTFs saving related to Public Health funding offset with a net benefit of £0.425m through underspends in Children's Social Care of £0.278m and £0.146m in non-DSG Education services.

The Directorate has also identified £3.334m of other risks in Table 2(b) which if realised could have a material impact on the CYPE forecast. These relate to cost

pressures such as inflationary pressures above and beyond Council budgets and loss of income or contribution from the Council's partners.

However, the Directorate has identified a potential opportunity from the allocation of one-off grant funding that could be used to support costs that the Council is currently paying for. The terms of this grant are being evaluated and if confirmed this will be adjusted within the forecast.

4.2. **Adult Social Care and Health (ASCH)**

At Month 3, an overspend of £0.058m is forecast with £1.110m MTFs savings at risk of non-delivery. No further risks or opportunities have been identified.

The overspend is due in the main to a reappraisal of the financial impact of Care Act 2014 assessment outcomes in the Transition and 18 – 65 year Disability Services latent demand.

However, whilst the current forecast projects a slight overspend, there is a risk that some savings may not be achieved. This is, in part, due to the level of social work vacancies within Social Care Operations. The total risk indicated is £1.110m.

There are unquantified risks due to:

- The potential post Covid-19 latent demand resulting in additional care requirements.
- The current and future levels of inflation for care providers which may result in increased costs for existing and new care.
- High vacancy rate is causing significant challenges in recruitment across the Directorate. This means staff are focused on statutory delivery, rather than transformation.

The potential hospital discharge pressure as current system risk is running on winter volume levels due to Covid and backlog, despite it being summer.

4.3. **Housing**

At Month 3, Housing is forecasting a £1.386m overspend in relation to temporary accommodation activity with key risks related to non-delivery of £1.213m of savings. However, the Directorate is looking to draw down £0.790m of housing reserves to support in year pressures and have identified this as an opportunity subject to further review. This will only be released once all other in-year mitigations have been exhausted.

The service is seeing an increase in demand for temporary accommodation and is also facing rising rental costs as the Council struggles to find viable accommodation.

4.4. **Sustainable Communities, Regeneration & Economic Recovery (SCRER)**

In Month 3, SCRER is forecasting a net overspend of £16.491m.

The main area of overspend relates to £10.5m shortfall in parking income, £0.950m relating to streetlighting energy costs and £0.5m SEN transport costs. This position has moved adversely from Month 2 by £0.672m.

There are also £2.592m other risks identified and £1.547m of MTFs savings at risk. However, the service has indicated £1.717m of opportunities which will need to be worked through with to confirm their achievability.

The service areas that are experiencing these overspends are within the Sustainable Communities division and particularly in the parking teams. Demand for parking services has not returned to pre-pandemic levels and this is affecting all areas of parking which includes, ANPR, pay and display and on-street parking. The division is also expecting delays in obtaining a license from government to run the Selective Licensing scheme which is further adding pressure of £1.580m.

The service is also experiencing significant inflationary pressure in relation to energy costs from provision of streetlighting across the boroughs. The total pressure related to energy inflation costs are £1.18m above the base budget.

The Council applied to renew its Landlord Licensing scheme in 2021/22 to the Department of Levelling Up, Housing and Communities (DLUHC). The Council budgeted for £1.58m of income that would be achievable from the scheme in this financial year. However, the scheme was rejected by the Secretary of State for DLUHC due to the lack of a Housing Strategy, one of the requirements for the scheme. The development of the Housing Strategy is being progressed but has not yet been completed due to the many other pressures in the Housing Service and the focus on the delivery of the Housing Improvement Plan. It also requires a review of the Council's policy for Landlord Licensing. It is expected that this will not be completed within the next 12 months and therefore for prudence the service is forecasting the non-delivery of the £1.58m income target.

Further pressures are experienced within Planning and Sustainable Regeneration Services particularly in relation to Building Control income and income from Planning.

4.5. Resources

At Month 3, there is a £8.803m overspend projected which is a favourable movement from Month 2 by £0.495m. The overspend is largely related to loss in housing benefit (HB) subsidy and projected increases in energy costs across the Council's corporate estates.

£7.60m overspend on HB is due to the difference between the value of HB expenditure and funding received from DWP on sheltered accommodation. The Council cannot claim HB on this accommodation under guidelines, but steps are being taken to mitigate this. An updated position will be reflected in Month 4.

A further pressure of £4.039m is due to increased energy costs on utilities for the Council estate and further £0.900m as result of loss of rent on commercial rents.

The pressures are being netted off against a £2.445m historic budget for interest costs which is now not needed as the interest costs are covered within a corporate budget. There are no additional savings at risk and no further risks or opportunities are reported at this point.

4.6. **Assistant Chief Executive**

At Month 3, £0.387m underspend is being projected, which is a favorable movement of £0.396m from month 2.

The service has carried out a detailed review on the income projections related to registrars and bereavement services and this has indicated an improvement to Month 2.

At this early-stage further work is still being carried out to review fees and charges which was devolved to the service without consideration of demand. The council wide exercise that is taking place will enable the services within ACE to more accurately forecast income and until such time that this is completed, the pressure of £205k is factored within the forecast.

The rationalisation of software applications project has identified £450k of mitigations, which have been included within the forecast, and further work is being done to focus on the remaining £300k. This risk is included within the MTFS Savings Risk table 2b.

4.7. **Corporate**

At Month 3, the corporate position is projecting an underspend of **£13.369m**. The corporate budget holds funding and financing streams such as Council Tax, Business Rates income share and General Revenue Support grant income. The corporate budget also allocates Council wide risk contingency, inflation growth budgets and budgets to fund corporate debt and interest charges.

There has been no movement from Month 2 in the corporate projection. The release of contingency and risk provision budgets were made to support some unexpected pressures arising from demand and inflationary pressures.

Corporate Finance have also identified a further one-off £4.0m of reserve drawdown in 2021/22 to support the in year inflationary pressures that the Council is facing as a result of macroeconomic factors which are largely not in the Council's control.

4.8. Table 4 below summaries the overall position:

Table 4 – Summary – Month 3 with Month 2 Comparator

	Month 3	Month 2	Variance
	(£,000's)	(£,000's)	(£,000's)
Table 1 - Forecast	12,857	11,839	1,019
Table 2b - MTFs Savings Risk	6,024	5,641	383
Table 2c - Quantifiable Risks	6,353	8,083	(1,730)
Table 3 - Quantifiable Opportunities	(10,787)	(7,445)	(3,342)
Total	14,447	18,118	(3,671)

5. Housing Revenue Account (HRA)

5.1. The HRA is currently forecasting a £1.076m variance against budget.

Table 5 – Housing Revenue Month 3 forecast

SERVICES	Projected Variance for Month	Variance For Previous Month	Change From Previous Month	Explanation of Variations
	£'000	£'000	£'000	
Responsive Repairs and Safety	616	(7)	623	The service is experiencing a rise in disrepair claims and legal costs associated with dealing with those claims.
Asset Planning and Capital Delivery	0	0	0	
Allocations Lettings and Income Collection	364	(0)	365	A number of works related to general maintenance of communal areas, such as graffiti removal, grounds maintenance and cleaning need to be progressed due to extensive backlog.
Tenancy and Resident Engagement	546	6	540	The service is facing a number of voids which is impacting income collection for rent and service recharges.
Homelessness and Assessments	50	50	(1)	Overspend on costs based on 21/22 outturn in relation to Concord, Sycamore and Windsor
Directorate & Centralised costs	(500)	(0)	(500)	Underspends in staffing costs as result of new Housing restructure.
	1,076	49	1,027	

5.2. The variance at Month 3 has increased considerably and the service will need to ensure it delivers the HRA within its allocated budget. Nonetheless, the HRA has

sufficient ring-fenced reserves to meet the £1.076m overspend currently projected if in year mitigations can't be found.

6. Capital Programme as Month 3

- 6.1. The GF and HRA capital programme have currently spent a gross £4.907m to the end of Month 3 against approved budgets of £134.470m. Forecast spend is £128.812m resulting in a forecast variance of £5.658m.
- 6.2. The table below summarises the capital spend to date by directorate with further details of individual schemes provided in Appendix 2.

Table 6 – Capital Programme as Month 3

Department	Approved Budget 2022-23	Actual to Date as at 30/06/22	2022/23 Forecasts as at Period 3	Variance
	£'000	£'000	£'000	£'000
ADULT SOCIAL CARE AND HEALTH	1,707	-	1,707	-
HOUSING	3,493	174	3,493	-
ASSISTANT CHIEF EXECUTIVE	14,028	548	14,803	775
CHILDREN, YOUNG PEOPLE AND EDUCATION	15,964	393	7,714	(8,250)
SUSTAINABLE COMMUNITIES, REGEN & ECONOMIC RECOVERY	37,861	972	37,555	(306)
RESOURCES	11,834	1,429	13,802	1,968
CORPORATE ITEMS & FUNDING	27,500	-	27,500	-
General Fund Total	112,387	3,516	106,574	(5,813)
HOUSING REVEUNE ACCOUNT	22,083	1,391	22,238	155
LBC CAPITAL PROGRAMME TOTAL	134,470	4,907	128,812	(5,658)

- 6.3. During Period 3 additional work began in relation to capital projects. The aim was to determine the nature of the spend and the challenges faced by the project leads when carrying out forecasting. Through this process it has transpired that there were a few capital projects that didn't meet the definition and criteria for capital spend and therefore will be removed from the capital programme. These schemes are:
6. Croydon Healthy Homes - £0.404m Budget
 7. Library Books purchase programme - £0.300m (part of Libraries Investment – General project)
 8. CALAT Transformation - £0.390m
- 6.4. These schemes will be charged to revenue where funding exists and where there is no funding the scheme will need to stop until a funding source is identified. The purchase of Library books will continue as there is Revenue CIL funding available, however the other schemes will be stopped.
- 6.5. Further work is ongoing to improve Capital Programme management including improved profiling over a 5-year period and the increased transparency in how the programme is funded. This will be presented in period 4 once the detailed review is completed.

7. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 7.1. Finance comments have been provided throughout this report.
- 7.2. The Council continues to operate with internal spending controls to ensure that tight financial control and assurance oversight are maintained, and a new financial management culture is being implemented across the organisation through increased communication on financial issues and training for budget managers.
- 7.3. In-year savings are being sought across the Council to mitigate the projected overspend. Early actions are reported in the opportunities contained within this report. The impact of the in-year position is also being considered as part of the early planning for 2023/24.
- 7.4. The Council currently has a General Fund Reserve of £27m which serves as a further cushion should not all the overspend be eliminated by the end of 2022/23. However, any use of these reserves would have to be reinstated in later financial years as it's a one off support and not a permanent solution.

(Approved: Matt Davis – Interim Director of Finance)

8. LEGAL CONSIDERATIONS

- 8.1. The Head of Litigation and Corporate Law comments on behalf of the Director of Legal Services and Monitoring Officer that 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.
- 5.1 Section 28 of the Local Government Act 2003 provides that the Council is under a statutory duty to periodically conduct a budget monitoring exercise of its expenditure and income against the budget calculations during the financial year. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such remedial action as it considers necessary to deal with any projected overspends. This could include action to reduce spending, income generation or other measures to bring budget pressures under control for the rest of the year. The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the overspend.
- 8.2. In addition, the Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council's Chief Finance Officer has established financial procedures to ensure the Council's proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for Cabinet to receive information about the revenue and capital budgets as set out in this report.
- 8.3. 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: Sandra Herbert, Head of Litigation and Corporate Law and Deputy Monitoring Officer on behalf of the Director of Legal Services and Monitoring Officer)

9. HUMAN RESOURCES IMPACT

- 9.1. There are no immediate workforce implications as a result of the recommendations in this report, albeit there is potential for a number of the proposals to have an impact on staffing. Any mitigation on budget implications that may have direct effect on staffing will be managed in accordance with relevant human resources policies and where necessary consultation with recognised trade unions.

Approved by: (Gillian Bevan, Head of HR, Resources and Assistant Chief Executives on half of Dean Shoesmith, Chief People Officer)

10. EQUALITIES IMPACT

- 10.1. There are no specific equalities issues set out in this report.
- 10.2. The Council has a statutory duty to comply with the provisions set out in the Sec 149 Equality Act 2010. The Council must therefore have due regard to:
- (d) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (e) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 - (f) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 10.3. In setting the Council's budget for 2022/2023, all savings proposals must complete an Equality Impact Assessment. As Officers deliver against the approved budget, including the savings within it, they will continue to monitor for any unanticipated equality impacts. If any impacts arise, officers will offer mitigation to minimise any unintended impact.
- 10.4. The core priority of the Equality Strategy 2020-2024 is to tackle ingrained inequality and poverty and tackling the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice. The budget should take due regard to this objective in relation to each protected characteristic. The Borough's responsibility to asylum seekers, young people, disabled people and their families along with adults utilising social care provision is key to this regard. Though families and single parents are not classed as a protected characteristic under Equality Act 2010, the Council is committed to tackling inequality and tackling socio economic inequality so may also consider the impact on families.
- 10.5. The cost-of-living increase has impacted heavily on the most economically vulnerable in society. Energy increases have led to some vulnerable groups having to make a choice between heating and eating. Despite proposed increases in fees and charges being below the rate of inflation they may still have a detrimental impact on residents from our most vulnerable groups. This could potentially have an adverse impact on poverty and inequality and a socio-economic impact on residents. Deprivation in borough is largely focused in the north and the east where most ethnic residents from

the African, African Caribbean and Asian communities reside. Officers will seek mitigation if any equality analysis on a proposed change demonstrates a potential adverse impact. Such mitigation may include signposting to agencies which offer support with debt management.

- 10.6. The full impacts of Covid 19 and long Covid on the Adult Social Care Service may not be apparent at this time and could possibly lead to more adults experiencing disabilities either physical or mental and place additional pressure on Adult Social Care. There may also be a subsequent impact on disabled children along with their parents. It is essential to ensure that both groups receive an appropriate standard of care despite the pressure on services to reduce costs. Subsequently young people transitioning from Children's social care to Adults Social Care could impact heavily on budget dependent on the needs of individuals identified.
- 10.7. The impact on poverty and inequality may be increased for those residents who were economically affected by Covid 19 and are currently in rent arrears, have debt to energy companies or elsewhere.

(Denise McCausland, Equalities Programme Manager, Policy Programmes and Performance)

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

NO

- 13.2. **HAS A DATA PROTECTION IMPACT ASSESSMENT (DPIA) BEEN COMPLETED?**

NO, as the report contains no sensitive/personal data

Approved by Nish Popat – Interim Head of Corporate Finance

APPENDIX 1 – SERVICE BUDGETS AND FORECASTS MONTH 3

	Approved Budget	Current Actuals	(%age)	Full-Yr. Forecast	Projected Variance
	(£,000's)	(£,000's)	(%age)	(£,000's)	(£,000's)
C1410E: ADULT SOCIAL CARE OPERATIONS	109,328	28,040	0	109,172	(156)
C1405E: TOTAL ADULT SOCIAL CARE AND HEALTH DIRECTORATE SUMMARY	1,175	(1,592)	(1)	1,555	380
C1420E : ADULT SOCIAL CARE POLICY AND IMPROVEMENT	4,535	1,131	0	4,370	(165)
TOTAL ADULTS	115,038	27,580	0	115,097	58
C1305E : RESIDENT ENGAGEMENT AND ALLOCATIONS	8,175	(4,863)	(1)	9,561	1,387
C1310E : ESTATES AND IMPROVEMENT	82	80	1	82	(0)
TOTAL HOUSING	8,257	(4,782)	(1)	9,643	1,386
C1110E : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY DIRECTORATE SUMMARY	(262)	193	(1)	(262)	(0)
C1120E : SUSTAINABLE COMMUNITIES	22,479	8,880	0	37,667	15,188
C1130E : CULTURE AND COMMUNITY SAFETY DIVISION	4,543	943	0	4,996	453
C1140E : PLANNING AND SUSTAINABLE REGENERATION DIVISION	696	839	1	1,546	850
TOTAL SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY	27,456	10,856	0	43,947	16,491
C1605E : RESOURCES DIRECTORATE SUMMARY	(6,901)	122	(0)	(6,905)	(4)
C1610E : DIRECTOR OF FINANCE	9,114	19,349	2	15,622	6,508
C1620E : PENSIONS DIVISION	343	309	1	297	(46)
C1625E : MONITORING OFFICER	2,094	495	0	2,081	(13)
C1630E : INSURANCE, ANTI-FRAUD AND RISK	1,018	816	1	875	(143)
C1640E : LEGAL SERVICES DIVISION	(1,644)	181	(0)	(1,253)	391
C1650E : INTERNAL AUDIT SERVICE	597	143	0	642	45
C1690E : COMMERCIAL INVESTMENT AND CAPITAL DIVISION	21,433	(714)	(0)	23,497	2,064
TOTAL RESOURCES	26,054	20,700	1	34,857	8,803
C1205E : CHILDREN, YOUNG PEOPLE AND EDUCATION	584	120	0	584	-
C1210E : CHILDREN'S SOCIAL CARE	72,879	11,252	0	72,601	-278
UNACCOMPANIED ASYLUM SEEKING CHILDREN (UASC) AND CARE LEAVERS	(4,630)	675	(0)	(4,630)	-
C1220E : EDUCATION DIVISION - exc DSG	7,425	11,602	2	7,579	154
C1230E : QUALITY, POLICY AND PERFORMANCE IMPROVEMENT	4,577	1,236	0	4,577	0
TOTAL CHILDRENS, FAMILIES AND EDUCATION	80,835	24,886	0	80,710	-125

C1505E : ASSISTANT CHIEF EXECUTIVE DIRECTORATE SUMMARY	(90)	212	(2)	126	216
C1510E : CROYDON DIGITAL AND RESIDENT ACCESS	23,149	6,110	0	22,731	(418)
C1520E : CHIEF PEOPLE OFFICER DIVISION	3,192	824	0	3,193	1
C1530E : POLICY, PROGRAMMES AND PERFORMANCE	6,111	3,891	1	5,925	(186)
C1540E : PUBLIC HEALTH	-	(4,455)	-	(0)	(0)
C1550E : SERVICE QUALITY, IMPROVEMENT AND INCLUSION	-	-	-	-	-
TOTAL ASSISTANT CHIEF EXECUTIVE	32,362	6,583	0	31,975	(387)

Appendix 2 – Capital Programme Month 3

	Revised Approved Budget	Actual to Date as at 30/06/22	Forecasts as at Period 3	Variance for Year
CAPITAL BUDGETS, MONITORING AND FORECASTS - PERIOD 3				
Scheme Name	2022/23	2022/23	2022/23	2022/23
	(£'000's)	(£,000's)	(£,000's)	(£,000's)
Disabled Facilities Grant	2,993	174	2,993	0
Empty Homes Grants	500	0	500	0
HOUSING	3,493	174	3,493	0
Adults ICT	110	0	110	0
Provider Services - Extra Care	500	0	500	0
Sheltered Housing	938	0	938	0
Capital investment in Garden Centre	159	0	159	0
ADULT SOCIAL CARE AND HEALTH	1,707	0	1,707	0
Bereavement Services	1,000	2	1,775	775
Finance and HR system	500	0	500	0
ICT	8,955	211	8,955	0
People ICT	3,000	335	3,000	0
Members Enquiries Transformation Bid	43	0	43	0
Core Contract Procurement Transformation	530	0	530	0
ASSISTANT CHIEF EXECUTIVE	14,028	548	14,803	775
Education – Fire Safety Works	902	0	902	0
Education - Fixed Term Expansions	3,243	3	1,243	(2,000)
Education - Major Maintenance	9,549	209	4,049	(5,500)
Education - Miscellaneous	0	7	134	134
Education - Permanent Expansion	44	0	319	275
Education - Secondary Estate	0	41	41	41
Education - SEN	2,226	133	1,026	(1,200)
CHILDREN, YOUNG PEOPLE AND EDUCATION	15,964	393	7,714	(8,250)
Allotments	200	0	200	0
Fixtures & Fittings FFH	0	574	574	574
CALAT Transformation	390	0		(390)
Electric Vehicle Charging Points	500	0	500	0
Capitalised Feasibility Fund	330	0	330	0
Growth Zone	4,000	5	4,000	0
Grounds Maintenance Insourced Equipment	200	0	200	0
Highways - maintenance programme	8,618	0	13,290	4,672
Highways – flood water management	435	0	895	460
Highways - bridges and highways structures	3,403	67	3,403	0
Highways - Tree works	56	0	56	0
Mitigate unauthorised access to parks and open spaces	73	0	73	0
Leisure Equipment Upgrade	70	56	206	136
Libraries Investment - General	1,614	81	300	(1,314)
Libraries investment – South Norwood library	412	0	412	0
Museum Archives	75	0	75	0
Parking	2,141	63	0	(2,141)
Play Equipment	380	0	2,141	1,761
Safety - digital upgrade of CCTV	1,539	0	380	(1,159)
Section 106 Schemes	0	2	1,539	1,539

Signage	137	0	0	(137)
South Norwood Good Growth	1,032	38	274	(758)
Kenley Good Growth	425	35	1,208	783
Sustainability Programme	565	0	760	195
TFL - LIP	9,266	57	565	(8,701)
Unsuitable Housing Fund	0	(13)	4,174	4,174
Waste and Recycling Investment	1,000	0	1,000	0
Waste and Recycling - Don't Mess with Croydon	1,000	7	1,000	0
SUSTAINABLE COMMUNITIES, REGEN & ECONOMIC RECOVERY	37,861	972	37,555	(306)
Asset Strategy - Stubbs Mead	700	0	300	(400)
Asset Strategy Programme	225	0	225	0
Asset Acquisition Fund	390	0	250	(140)
Clocktower Chillers	412	0	412	0
Corporate Property Maintenance Programme	2,500	158	2,716	216
Brick by Brick programme	6,203	0	6,203	0
Fairfield	1,000	1,271	3,448	2,448
Fieldway Cluster (Timebridge Community Centre)	0	0	248	248
Croydon Healthy Homes	404	0	0	(404)
RESOURCES	11,834	1,429	13,802	1,968
Capitalisation Direction	25,000	0	25,000	0
Transformation Spend (Flexible Capital Receipts)	2,500	0	2,500	0
CORPORATE ITEMS & FUNDING	27,500	0	27,500	0
NET GENERAL FUND TOTAL	112,387	3,516	106,574	(5,813)
Asset management ICT database	0	9	155	155
Fire safety programme	0	(20)	0	0
Larger Homes	0	0	0	0
Major Repairs and Improvements Programme	22,083	1,402	22,083	0
Affordable Housing	0	0	0	0
BBB Properties part funded by GLA and HRA RTB 141	0	0	0	0
Special Transfer Payments	0	0	0	0
HOUSING REVENUE ACCOUNT	22,083	1,391	22,238	155
GROSS CAPITAL PROGRAMME	134,470	4,907	128,812	(5,658)

Appendix 4 – Period 2 Financial Performance Report

SUBJECT:	Financial Performance Report – Month 2 (May 2022)
LEAD OFFICER:	Jane West, Corporate Director of Resources (Section 151)
CABINET MEMBER:	Councillor Jason Cummings Cabinet Member for Finance

SUMMARY OF REPORT:

This report provides the Council's annual forecast as at Month 2 (May 2022) for the Council's General Fund (GF), Housing Revenue Account (HRA) and the Capital Programme (CP). The report forms part of the Council's financial management process of publicly reporting financial performance against its budgets on a monthly basis.

FINANCIAL IMPACT

The Month 2 position is currently indicating a net overspend of £11.839m against budget. There are a further set of risks and opportunities, which indicate a net risk of £6.299m (risks £13.744m and opportunities of £7.445m), but they are not yet sufficiently developed to be included in the outturn forecast. Should these materialise, they will have a further negative impact on the projected outturn forecast.

Section 3 details these risks and the risk mitigations that have been identified at this stage, and further discusses the impact on the GF if these risks were to materialise and the mitigations are not effective.

The HRA is indicating a £0.049m overspend variance against budget.

The Capital Programme has spent £3.312m against a £138.257m budget in the first month. Spend is forecast to be on target to the delivery timeline.

The Executive Mayor in Cabinet is recommended to:

- 1.21 Note the General Fund is projecting a net overspend of £11.839m as at Month 2. Service directorates are indicating a net £25.209m overspend with a £13.369m underspend corporately.
- 1.22 Note that a further number of risks and compensating opportunities may materialise which would see the forecast year-end variance change. These indicate a net risk of £6.279m (risks £13.724m and opportunities of £7.445m) and are reported within Section 3 of this report. Should these risks materialise, or the mitigations not be effective, the Council is forecast to overspend by £25.61m
- 1.23 Note the Housing Revenue Account (HRA) is projecting a £0.049m overspend.
- 1.24 Note the Capital Programme spend to date for the General Fund of £2.325m (against a budget of £114.549m) and for the Housing Revenue Account of

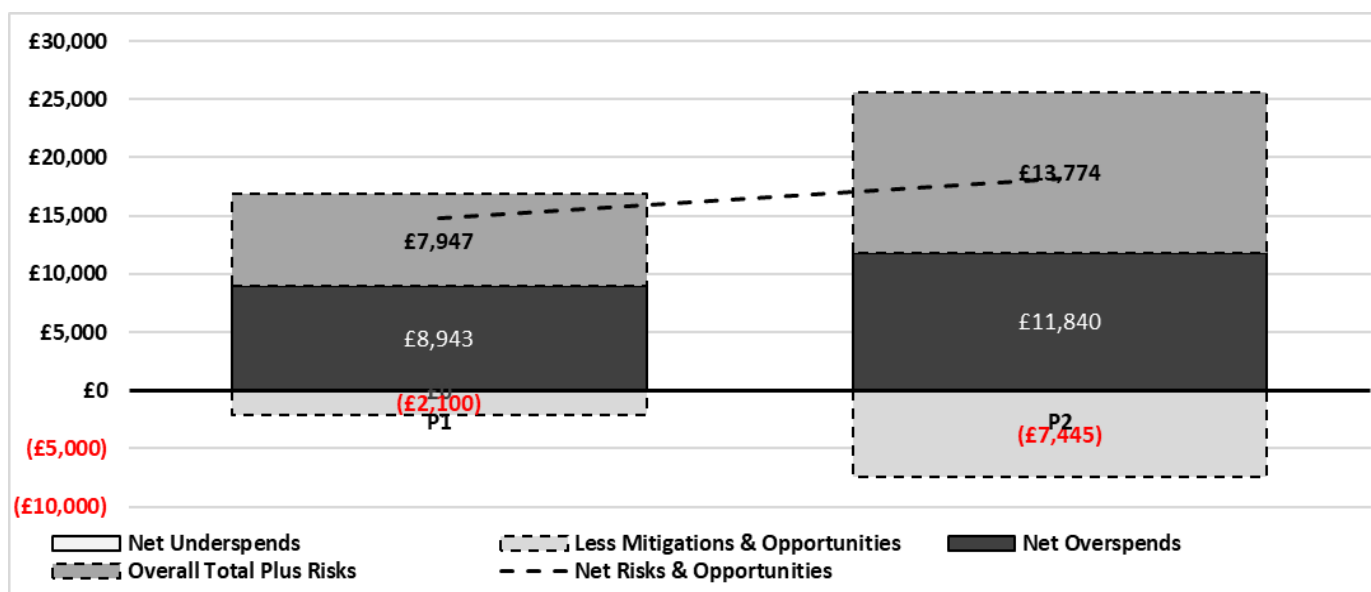
£0.246m (against a budget of £23.708m), with a projected forecast underspend of £6.782m variance for the General Fund and underspend of £1.625m for the Housing Revenue Account.

- 1.25 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 made based on the best available information at this time.
- 1.26 Note, the Council continues to operate with internal spending controls to ensure the financial control, oversight and strong financial culture continues to be embedded and practiced across the organisation.

5. EXECUTIVE SUMMARY

- 5.1. The Financial Performance Report (FPR) is presented to each Cabinet meeting and provides a detailed breakdown of the Council's financial position and the in-year challenges it faces. It covers the GF, HRA and Capital Programme. The FPR ensures there is transparency in our financial position, enables scrutiny by both Members and the public, and offers reassurance in regard to the commitment by Chief Officers to more effective financial management and disciplines.
- 5.2. The GF revenue projected outturn forecast for Month 2 is a forecast overspend position of £11.839m.
- 5.3. There are a further set of risks and opportunities, which indicate a net risk of £6.279m (risks £13.724m and opportunities of £7.445m), but they are not yet sufficiently developed to be included in the outturn forecast. Should these materialise, they will have a further negative impact on the projected outturn forecast. These are outlined in detail in Section 3 of this report.
- 5.4. The chart below illustrates the trend in the monthly monitoring reports for this financial year 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



- 5.5. The Housing Revenue Account is forecasting an overspend of £0.049m (an increase of £0.049m on the Month 1 forecast). This unfavourable projected variance will be either be met by new in-year savings or be met from HRA reserves.
- 5.6. The Capital Programme for both the GF and HRA is reporting a total expenditure to date of £2.571m of which £2.325m is within GF and £0.246m for the HRA. The overall capital spend is projected to be £129.850m against a budget of £138.257m. This will result in a £8.407m underspend to budget at which a point a review will be done to reprofile the budget or save depending on stage of each corresponding project.
- 5.7. The 2022/23 outturn forecast includes the use of a £25m agreed capitalisation direction, which is currently used to balance the Council's budget.
- 5.8. 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. Month 1 of this financial year reported in full the detail of Mayor Perry's Opening the Books initiative and provided a narrative update on the financial position. This report provides both narrative and tabular updates for Members. The format of this report will continue to evolve over this financial year. It will be important for the Council to be able to identify the additional pressures that the global economic crisis is causing in inflation and the impact on supplies and services the Council provides.
- 5.9. The Council continues to build on the improvements that were made over the past year however there is a considerable amount yet to do, which is fully recognised within the organisation. The Council's financial recovery is outlined within the three-year MTFS. The second year of that strategy has always been recognised as the toughest of the three to deliver.
- 5.10. In addition, and as this report identifies, the Council continues to face significant financial pressures. The outturn forecast identifies a serious overspend that the Council will need to mitigate, and this report flags a number of other risks that could

be realised and be declared in the outturn forecast which would further worsen the position.

- 5.11. Over the last financial year, a monthly budget assurance process and independent challenge of expenditure by the Improvement and Assurance Panel took place. This is in addition to Member scrutiny. The monthly budget assurance process has been reviewed and strengthened based on the learning from last year. The aim of the assurance meetings is to provide the Section 151 Officer and the Chief Executive with an opportunity to scrutinise and challenge the forecast outturn, review risks and opportunities to mitigate, challenge the use of accruals and provisions, ensure savings are delivered and income targets are met and overall ensure the Council is doing all it can to reduce overspends and deliver a balanced budget.
- 5.12. This report provides a Month 2 position, which is still at an early stage of the financial year and therefore gives the Council opportunity to ensure the significant pressures are mitigated. The macroeconomic climate is causing further pressures on the Council particularly from a very tight labour market and the significant inflationary pressures. Energy expenditure will increase considerably as the UK sees significant increases in wholesale input costs. The Council has budgeted a 5% inflationary uplift on all its contracts costs which is a prudent level compared to historic standards. However current inflation rates are significantly higher than this which poses an added challenge. The Council cannot absorb all inflationary costs and will need to find ways to ensure the burden of these costs is fairly shared with our suppliers.
- 5.13. In addition, the Council is continuing to work closely with the external auditors on finalising the 2019/2020 and 2020/2021 audit of accounts and is in the process of completing the accounts for 2021/22.

6. FINANCIAL POSITION

- 6.1. The FPR shows that the Council is forecast to have a GF net overspend variance of £11.839m as at Month 2.
- 6.2. Directorate teams and Finance colleagues meet monthly to review the forecast position for each area, including risks of overspending and identify further options to mitigate these. A table of risks and opportunities are provided within this section where applicable.
- 6.3. The forecast outturn position of the General Fund is shown below in Table 1.

Table 1 – Month 2 Projection per Directorate

	Month 2				
	Forecast Variance		Change from previous month	Savings Non-Delivery	Other Pressures / (Mitigations)
	(£,000's)		(£,000's)	(£,000's)	(£,000's)
Children, Young People and Education	(421)		(421)	0	(421)
Adult Social Care and Health	(158)		(538)	380	(538)
Housing	661		661	50	611
Sustainable Communities Regen & Economic Recovery	15,820		2,888	6,448	9,372
Resources	9,298		4,298	0	9,298
Assistant Chief Executive	9		9	112	(103)
Departmental Total	25,208		6,897	6,990	18,219
Corporate Items & Funding	(13,369)		(4,000)	0	(13,369)
Total General Fund	11,839		2,897	6,990	4,850

6.4. Net overspends and underspends within the service budgets are presented as forecast variance (as per Table 1) and are additionally classified as either non-delivery of agreed in year savings or other pressures which were not foreseen. Explanations of any variances are provided within Section 4 of this report.

6.5. The main areas of movement from Month 1 are as follows:

- Adult Social Care and Health £0.538m **favourable** movement due to an underspend in staff due to vacancies.
- Sustainable Communities, Regeneration and Economic Recovery **adverse** movement of £2.888m due to reported lower than expected income from various Parking services and projected additional pressures in relation to Street lighting energy costs which are above the 5% Council wide inflation allocation.
- Resources £4.298m **adverse** movement, principally related the shortfall in Housing Benefit subsidy claimable and a overspend in relation to utility costs due to an increase in energy prices which are above the 5% Council wide inflation allocation.
- Housing is indicating a £0.661m **adverse** movement due to an increase in Temporary Accommodation spend.
- Children Young People and Education indicating an overall £0.421m **favourable** movement due to underspends from holding vacancies and reduced children

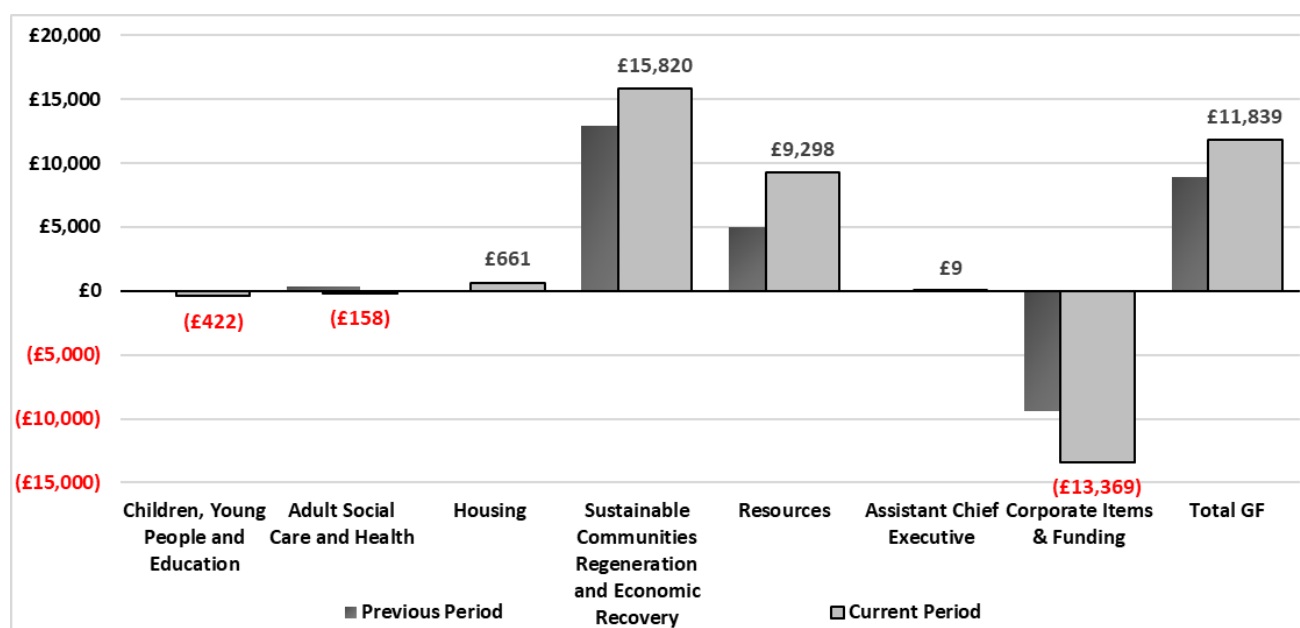
numbers in care which is resulting in projected lower placement costs with providers.

- Corporate Budget has released £5.00m of its contingency pot along with £4m of contract inflation budget to support some of the in year inflationary pressures that the services are experiencing.

Further details for each Directorate can be found in section 4 of this report.

6.6. The chart below shows the forecast by Directorate for both the current and previous month:

Forecast as at Month 2



Risks and Risk mitigations

- 6.7. The outturn forecast has been reported excluding further potential risks and risk mitigations. Risks and risk mitigations are split into quantified and unquantified items.
- 6.8. As with the outturn forecast set out in Table 1 risks are separately reported for those elements that relate to potential under-delivery of approved savings, as agreed by Full Council in March 2022, and those that are new and not directly related to agreed savings plans. The Council is encouraged to be transparent in flagging its risks that could potentially result in a change to the outturn forecast. This allows the Council to act and support these challenges before they become realised.
- 6.9. Table 2a below provides for details of MTFs savings that have not been delivered with a brief commentary of the projects that are not delivering the expected savings and Table 2b provides a list of quantified and unquantified other risks, which are in addition to the savings risks.

6.10. These meetings identify 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 directorate experiences of the service.

Table 2a – Month 2 MTFS Savings Risk

MTFS Savings Ref	MTFS Savings Description	Savings at risk Month 2	Savings at risk Month 1	Change From Prior Month
		(£,000's)	(£,000's)	(£,000's)
22/23 O/S Form 02	Review Children's Centres Delivery Model	790	0	790
CFE Sav 06	Review Support for Young People where Appeal Rights Exhausted	140	0	140
CFE Sav 07	Improve Practice System Efficiency	290	0	290
Children, Young People and Education Total		1,220	0	1,220
HWA Sav 06	Baseline Savings - Disabilities Operational Budget	833	0	833
HWA Sav 09	Baseline Savings - Mental Health Operational Budget	83	0	83
HWA Sav 19	Baseline Savings - Older People Operational Budget	194	0	194
Adult Social Care and Health Total		1,110	0	1,110
22/23 HSG SAV 11	Procurement of Emergency Accommodation Contracts	125	125	0
22/23 HSG SAV 12	Staffing Review	113	113	0
22/23 HSG SAV 13	Income Maximisation - Rent Collection	168	168	0
22/23 HSG SAV 14	Housing Benefit Maximisation	60	60	0
Housing Total		466	466	0
22/23 COR SAV 13x	Contract Savings - Pay and Display Machines	300	0	300
22/23 PLA SAV 03	Review and reduction of the Neighbourhood Operations (NSO team) 22/23 £950k 23/24 £150k	260	0	260
22/23 PLA SAV 04	Private Sector Environmental Enforcement	63	0	63
22/23 PLA SAV 28	New gym in Monks Hill Leisure Centre	90	0	90
22/23 PLA SAV 31	Merger of Management Functions	100	0	100

PLA Sav 07	Reduce Spatial Planning (Local Plan Team and Place Making Team)	484	0	484
PLA Sav 12	Revised Landlord Licensing scheme	150	0	150
Transfer 02	Fees And Charges	58	0	58
22/23 O/S Form 20	Increase in fees and charges	292		292
Sustainable Communities Regen & Economic Recovery Total		1,797	0	1,847
22/23 RES SAV 01	Council wide legal services review	130	0	130
Transfer 02	Fees and Charges	26	0	26
22/23 O/S Form 20	Increase in fees and charges	143	0	143
Resources Total		299	0	299
Corporate Items & Funding Total		0	0	0
22/23 COR SAV 09	Rationalisation of software applications and contracts	750	0	750
Assistant Chief Executive Total		750	0	750
Total Savings at Risk		5,641	466	5,226

Table 2b – Other quantifiable and unquantifiable risks

Quantified Risks	Month 2 £'000	Month 1 £'000	Details of Risk
Children, Young People and Education	3,734	4,200	Education and Health Care Coordinators staffing cost that will need to be funded by the Council. (£1.00m) This represents additional staffing resources more likely to be required to meet the SEND Strategy
			Capitalisation income (£0.784m) This is a historic income budget that was added to Children's Social Care. This amount was funded from capital receipts until 2020/21 and the directorate will need to find alternative sources. .
			Public Health savings (£0.400m) Work previously supported by the Public Health grant by the service cannot be recharged to Public Health and so the service will need to find alternative funding sources.

			<p>CLA Cost of Living (£1.500m) There is an expectation that children in care providers will increase placement costs as cost of living rises</p> <p>Delayed implementation of Children Centre (£0.050m) In House project Expected savings from project at risk due to delayed implementation - savings at risk.</p>
Adult Social Care and Health	-	-	None
Housing	-	-	None
Sustainable Communities Regen & Economic Recovery	3,082	3,281	<p>Energy cost pressure in Leisure Contract – (£0.500m) This may need renegotiation with the Leisure provider and therefore cannot be fully quantified at this time.</p> <p>Risk of Additional Street Lighting Energy Costs (£0.195m) Projections give a higher and lower projection and this is if the higher projection comes to fruition.</p> <p>Additional RISK in SEN Transport (£1.00m) Due to continuing increase in the number of SEN Users and passenger rote number variances due to COVID pressures.</p> <p>Waste Guaranteed Income Risk (£0.812m) Risk Identified by SLWP in connection with Veolia Claim for reduction in Guaranteed Income Payable to Council due the continued effect on Commercial Income Due to Covid. This is being disputed by the South London Waste Partnership</p> <p>Delay in closure of NSO service Pressure (£0.450m) - due to internal review of the process to close NSO service following internal review. This is being reconsidered and the risk maybe mitigated and will be reported in P3.</p> <p>Additional pressure due to internal review of the process of closure of NSO service (£0.125m). The outsourcing of Environmental Enforcement Team earmarked in MTFS for 22/23 was based on the closure of the NSO Service which has been delayed due to an further review.</p>
Resources	640	-	<p>Masts Income (£0.200m) Income from masts stationed on various Housing buildings will need to be charged to the HRA rather than the GF.</p> <p>Additional Fees and Charges pressure in addition to Savings Target (£0.143m)</p> <p>Vacant Commercial Units which are proving difficult to rent out (£0.297m)</p>
Assistant Chief Executive	627	-	<p>Green Lawn Memorial Park (£0.127m) Risk based upon the current reduced death rate and the lack of available graves for sale until the cemetery extension opens.</p>

			<p>Crematorium (£0.300m) Death rate currently decreasing, increased competition from neighbouring facilities</p> <p>Registrars (£0.200m) Future demand particularly around weddings is difficult to predict but current recorded income is well behind target.</p>
Total Quantified Risks	8,083	7,481	

Un-Quantified Risks	Month 2 £'000	Month 1 £'000	Details of Risk
Children, Families and Education			None
Adults, Health and Social Care			<p>Latent Demand Potential post Covid-19 pandemic latent demand working through the population resulting in additional care packages placements.</p> <p>Rising Provider Costs Inflation, rising fuel and food costs significant expenditure for care providers - may result in claims for increased fees or face financial instability</p>
Housing			<p>New Housing Structure (temporary) We have a new temporary structure within Housing, including an Interim Director of Tenancy Services and three Change Managers, approx £100k Transformation Funding has been requested to resource these additional positions.</p>
Sustainable Communities Regen & Economic Recovery			None
Resources			<p>Core Savings and Fees & Charges Review Budgeted savings on fees & charges (£312,000) and contracts (£350,000) will be difficult to achieve. Costs in these areas for this service are contract based and are not easily varied in the short term. It is intended to mitigate this in year.</p>
			<p>Legal Trading Model The legal trading services model is under review. Until this review is completed officers are flagging this area as a risk. Last year Legal Services were overspent by £306,000.</p>
			<p>Permanent Establishment Shortfall There is a permanent shortfall in the establishment budget of £527,000. Last year this was mitigated by vacancy savings and court cost recovery. Vacancies have been identified as savings in 2022/23 and it is expected that court cost recovery levels will reduce once backlogs caused by the pandemic, are managed down. It is intended to mitigate this in year</p>
Assistant Chief Executive			The service is exploring options for achieving the £750k savings, but until they are assured they can be achieved this is flagged as a risk.

			The ACE department needs to review fees and charges budgets. Until the exercise is completed this saving is at risk if not being achieved.
Corporate Items & Funding			None
Total Un-Quantified Risks			

6.11. Table 3 provides a list of quantified and unquantified risk mitigations or opportunities. These are potential risk mitigations that will require further assurance to be included within the forecast. Service managers have identified these as potential mitigations to the risks identified Tables 2a and 2b.

Table 3 - Quantifiable and unquantifiable opportunities

Quantified Opportunities	Month 2 £'000	Month 1 £'000	Details of Opportunities
Children, Young People and Education	(1,000)	(2,100)	Staying Put Grant (£1.00m) Increasing the income budget in 2022/23 in line with the actual grant
Adult Social Care and Health	-	-	None
Housing	-	-	None
Sustainable Communities Regen & Economic Recovery	-	-	None
Resources	(2,445)	-	Additional Interest Charge budget in Property
Assistant Chief Executive	-	-	None
Corporate Items & Funding	(4,000)		Call on Corporate Earmarked One-off contingency reserves to fund additional inflationary pressures across the Council.
Total Quantified Opportunities	(7,445)	(2,100)	
Un-Quantified Opportunities	Month 2 £'000	Month 1 £'000	Details of Opportunities
Children, Young People and Education	-	-	Legal This is being reviewed by Resources as part of the legal recharges and the service are also looking to reduce legal costs.
Adult Social Care and Health	-	-	None
Housing	-		New Housing Structure (temporary) We have a new temporary structure within Housing, including an Interim Director of Tenancy Services and three Change Managers, approx £100k. Transformation Funding has been requested to resource these additional positions.

	-	-	Corporate Inflation Reserve to Cover Inflation on Waste Disposal Contract Bid still to be made for corporate inflation reserve funding (awaiting Waste Disposal Contract Inflation to be agreed before putting directorate bid In.
Sustainable Communities Regen & Economic Recovery	-	-	Fees and Charges Allocations against Statutory Charges Fees and Charges increases have been allocated to budget which have now been identified as not deliverable. However, a one-off corporate funding is expected to support.
	-	-	Salary Savings Further salary underspends likely through holding vacancies and managing recruitment of staff needs.
Resources	-	-	None
Assistant Chief Executive	-	-	None
Corporate Items & Funding	-	-	None
Total Un-Quantified Opportunities			

7. SERVICE VARIANCE DETAIL

7.1. Children, Young People and Education (CYPE)

At Month 2 a £0.421m **underspend** has been forecast, with £1.2m of MTFS savings at risk of non-delivery together with £3.73m of other risks against £1.0m of opportunities.

The forecast is a combination of a projected underspend within Children Social Care service of £0.65m and an overspend of £0.225m within non-DSG Education services. The Children Social Care team is projecting underspends within placement costs for both under 18 and 18+ children looked after.

The Directorate has identified £3.73m of other risks which if realised could have a material impact on the CYPE forecast. The risks as indicated within Table 2b relate to costs pressures such inflationary pressures above and beyond Council budgets and loss of income and contribution from the Council's partners. However, the Directorate has identified a potential opportunity as well from the allocation of one-off grant funding that could be used to support costs that the Council is currently paying for. The terms of this grant are being evaluated and once confirmed this will be adjusted within the Forecast.

7.2. Adult Social Care and Health Social Care (ASCH)

At Month 2 an **underspend** of £0.158m is forecast with £1.110m MTFs savings at risk of non-delivery.

The underspend forecast is a net position of a projected overspend within the Adult Social Directorate of £0.380m and a projected underspend of £0.536m within Adult Social Care Operations.

The overspend within Directorate relates to Public Health income, which was allocated to Adults but, due to service changes, there is now insufficient expenditure that meets Public Health outcomes and so the income cannot be achieved. Further work is being undertaken to ascertain where this funding can be utilised.

The underspend within Adult Social Care Operations relates to vacancies which are expected to be filled over the coming months.

However, whilst the current forecast projects an underspend there is a risk that some savings may not be achieved. This is, in part, due to the levels of vacancies within Social Care Operations. The total risk indicated is £1.110m.

In addition, there are unquantified risks due to potential post Covid-19 latent demand resulting in additional care requirements and the rising inflation for care providers which may result in increased costs for existing care.

7.3. **Housing**

At Month 2 Housing is forecasting a £0.661m **overspend** in relation to temporary accommodation with risks around the non-delivery of £0.466m of savings and a potential unquantified opportunity in relation to the funding for the current interim structure in tenancy services.

7.4. **Sustainable Communities, Regeneration & Economic Recovery (SCRER)**

The SCRER directorate is forecasting a net **overspend** of £15.820m, the main area of overspend relates to £10.5m shortfall in parking income, £0.950m relating to streetlighting energy costs and £0.5m SEN transport costs.

There are also £3.00m risks identified and £1.847m savings at risk, at this early stage no quantified opportunities have been identified by the SCRER directorate.

The key service areas that are experiencing these overspend are within the Sustainable Communities division and particularly parking teams. Demand for parking services has not reached pre-pandemic levels and this is affecting all areas of parking which includes, ANPR income shortfall, pay and display shortfall and on-street parking. The division is also expecting delays in obtaining a License to run the Selective Licensing scheme is further adding pressures.

Further pressures are experienced within Planning and Sustainable Regeneration Services particularly in relation to Building Control Income and income from Planning services.

7.5. **Resources**

At Month 2 there is a £9.298m **overspend** forecasted, which is largely relating to loss in housing benefit subsidy and projected increases in energy costs across the Council's corporate estates. The £5m HB pressures is being reviewed and further work is being done to review the pressure and steps are being taken to mitigate this. An updated position will be reflected in Month 3.

In addition, there are savings at risk of £0.299m and £0.640m of other risks in relation to fees and charges but these can be offset against a potential opportunity of £2.4m in relation to a budget held for covering costs of interest for commercial properties financed using borrowing.

7.6. **Assistant Chief Executive**

At Month 2 £0.009m **overspend** is being projected with further savings risk of £0.750m being at risk of delivery. In addition, the service has identified £0.627m of other risks within bereavement and registrars however no mitigations or opportunities have been identified.

At this early-stage further work is still being carried out to review fees and charges and the rationalisation of software applications to ensure that the savings delivery risks are mitigated.

7.7. **Corporate**

At Month 2, the Corporate position is projecting an underspend of **£13.369m**. The Corporate budget holds key funding and financing streams such as Council Tax, Business Rates income share and General Revenue Support grant income. The Corporate budget also allocates Council wide risk contingency, inflation growth budgets and budgets to fund corporate debt and interest charges.

As part of the Month 2 position, the Council has determined that it would be fair to allocate the General Risk Provision of **£6.415m** to support service-related pressures that have arisen in the Month 2 monitor. Furthermore, the Council set aside **£2.954m** as part of the 2022/23 Budget to support the need for additional responsibilities Croydon has towards Unaccompanied Asylum-Seeking children (UASC). Based on the outturn for 2021/22 and a better management of these costs, with support from external partners and Government, it is prudent to release this budget and use this to support the pressures currently being experienced within services.

Furthermore, some services have projected inflationary increases within their forecasts. The Council had budgeted 5% towards contract inflation costs and as some services have factored these costs within their forecast the corporate allocation has been released to support those increases which account for **£4.00m**. A detailed inflation allocation exercise will be carried out in Month 3 and Month 4 as more information is gathered from conversations with suppliers along with contractual assessments have been done.

Corporate Finance have also identified a further £4.0m of reserve drawdown in 2021/22 to support the in year inflationary pressures that the Council is facing as a result of macroeconomic factors which are largely not in the Council's control.

7.8. Table 4 below summaries the overall position:

Table 4 – Summary – Month 2 with Month 1 Comparator

	Month 2	Month 1	Variance
	(£,000's)	(£,000's)	(£,000's)
Table 1 - Forecast	11,839	8,943	2,897
Table 2a - MTFS Savings Risk	5,641	466	5,226
Table 2b - Quantifiable Risks	8,083	7,481	602
Table 3 - Quantifiable Opportunities	(7,445)	(2,100)	(1,345)
Total	18,118	14,789	7,379

8. Housing Revenue Account (HRA)

8.1. The HRA is currently forecasting a £0.049m variance against budget.

Table 5 – Housing Revenue Month 2 forecast

SERVICES	Projected Variance for Month	Variance For Previous Month	Change From Previous Month	Explanation of Variations
	£'000	£'000	£'000	
Responsive Repairs and Safety	(7)	0	(7)	
Asset Planning and Capital Delivery	0	0	0	
Allocations Lettings and Income Collection	(0)	0	(0)	
Tenancy and Resident Engagement	6	0	6	
Homelessness and Assessments	50	0	50	Overspend on costs based on 21/22 outturn in relation to Concord, Sycamore and Windsor
Directorate & Centralised costs	(0)	0	(0)	
	49	0	49	

8.2. The variance at Month 2 is relatively small and the service will continue to ensure it delivers the HRA within allocated budget. Nonetheless, the HRA has sufficient ring-fenced reserves to meet the £0.049m overspend currently projected if in year mitigations can't be found.

9. Capital Programme as Month 2

9.1. The GF and HRA capital programme have currently spent a gross £2.571m to the end of Month 2 against approved budgets of £138.257m. Forecast spend is £129.850m resulting in a forecast variance of £8.407m.

9.2. The table below summarises the capital spend to date by directorate with further details of individual schemes provided in Appendix 2.

Table 6 – Capital Programme as Month 2

Department	Approved Budget 2022/23	Actuals 2022/23 as at Month 2	Forecasts 2022/23 as at Month 2	Variance
	£'000	£'000	£'000	£'000
CHILDREN, YOUNG PEOPLE AND EDUCATION	15,964	276	7,714	(8,250)
ADULT SOCIAL CARE AND HEALTH	1,707	0	1,707	0
HOUSING	3,493	78	3,493	0
SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY	45,064	1,618	45,757	693
RESOURCES	4,631	112	4,631	0
ASSISTANT CHIEF EXECUTIVE	14,028	241	14,803	775
CORPORATE ITEMS & FUNDING	29,662	0	29,662	0
General Fund Total	114,549	2,325	107,767	(6,782)
HOUSING REVENUE ACCOUNT	23,708	246	22,083	(1,625)
LBC CAPITAL PROGRAMME TOTAL	138,257	2,571	129,850	(8,407)

9.3. At this early stage no underspends have been identified, but as we continue through the year any variances projected will be considered to be slipped into the new financial year, subject to Mayoral approval at year end and further due diligence on the state of the projects and their future delivery needs and prospects.

10. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.9 Finance comments have been provided throughout this report.

(Approved: Matt Davis – Interim Director of Finance)

11. LEGAL CONSIDERATIONS

5.10 The Head of Litigation and Corporate Law comments on behalf of the Director of Law and Governance and Monitoring Officer that 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.

5.11 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.

5.12 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.

(To Be Approved by: Doutimi Aseh - Interim Director of Legal Services & Deputy Monitoring Officer)

12. HUMAN RESOURCES IMPACT

5.13 There are no immediate workforce implications as a result of the recommendations in this report, albeit there is potential for a number of the proposals to have an impact on staffing. Any mitigation on budget implications that may have direct effect on staffing will be managed in accordance with relevant human resources policies and where necessary consultation with recognised trade unions.

Approved by: Dean Shoesmith, Chief People Officer

13. EQUALITIES IMPACT

5.14 There are no specific equalities issues set out in this report.

5.15 The Council has a statutory duty to comply with the provisions set out in the Sec 149 Equality Act 2010. The Council must therefore have due regard to:

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

5.16 In setting the Council's budget for 2021/2022, 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.

5.17 The Council's core priority is to tackle ingrained inequality and poverty and tackling the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice. The budget should take due regard to this objective in relation to each protected characteristic. The Borough's responsibility to asylum seekers, young people, and disabled people and families is key to this regard.

5.18 The proposal to increase parking charges is likely to have an adverse impact on poverty and a socio-economic impact on residents. Deprivation in borough is largely focused in the north and the east where most ethnic residents reside. Any increase in parking is likely to impact further on communities already suffering from poverty and the impact of Covid 19 and job losses because of this

5.19 The full impacts of Covid 19 and long Covid on the Adult Social Care Service may not be apparent at this time and could possibly lead to more adults experiencing disabilities

and additional pressure on Adult Social Care. There may also be a subsequent impact on disabled children along with their parents. It is essential to ensure that both groups receive an appropriate standard of care despite the pressure on services to reduce costs. Subsequently young people transitioning from Children's social care to Adults Social Care could impact heavily on budget dependent on the needs of individuals identified.

5.20 The impact on poverty and inequality may be increased for those residents who were economically affected by Covid 19 and are currently in rent arrears. The rent increase may exasperate this, and mitigation has already been identified to this regard. However, rent increases could potentially increase the number of homeless people and families.

5.21 Departments should ensure that they pay due regard to all protected characteristics regarding potential mitigation to proposals.

(To be Approved by: Denise McCausland, Equalities Programme Manager, Policy Programmes and Performance)

14 ENVIRONMENTAL IMPACT

There are no specific environmental impacts set out in this report

15 CRIME AND DISORDER REDUCTION IMPACT

There are no specific crime and disorder impacts set out in this report

16 DATA PROTECTION IMPLICATIONS

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

NO

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

NO, as the report contains no sensitive/personal data

APPENDIX 1 – SERVICE BUDGETS AND FORECASTS MONTH 2

	Approved Budget	Current Actuals	(%age)	Full-Yr Forecast	Projected Variance
	(£,000's)	(£,000's)	(%age)	(£,000's)	(£,000's)
C1410E : ADULT SOCIAL CARE OPERATIONS	107,125	17,416	0	106,589	(538)
C1405E : TOTAL ADULT SOCIAL CARE AND HEALTH DIRECTORATE SUMMARY	2,683	(1,691)	(1)	3,063	380
C1420E : ADULT SOCIAL CARE POLICY AND IMPROVEMENT	4,407	626	0	4,407	-
TOTAL ADULTS	114,215	16,351	0	114,059	(158)
C1305E : RESIDENT ENGAGEMENT AND ALLOCATIONS	7,962	(1,344)	1	8,623	661
C1310E : ESTATES AND IMPROVEMENT	66	48	0	66	0
TOTAL HOUSING	8,028	4,146	1	8,689	661
C1110E : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY DIRECTORATE SUMMARY	(286)	141	(0)	(286)	(0)
C1120E : SUSTAINABLE COMMUNITIES	21,710	4,205	0	36,524	14,814
C1130E : CULTURE AND COMMUNITY SAFETY DIVISION	4,652	546	0	5,018	366
C1140E : PLANNING AND SUSTAINABLE REGENERATION DIVISION	391	1,331	3	1,031	640
TOTAL SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY	26,467	6,224	0	42,287	15,820
C1605E : RESOURCES DIRECTORATE SUMMARY	(7,511)	78	(0)	(7,510)	1
C1610E : DIRECTOR OF FINANCE	8,838	26,833	3	13,838	5,000
C1620E : PENSIONS DIVISION	315	206	1	315	(0)
C1625E : MONITORING OFFICER	2,078	323	0	2,066	(12)
C1630E : INSURANCE, ANTI-FRAUD AND RISK	994	491	0	987	(7)
C1640E : LEGAL SERVICES DIVISION	(1,713)	(247)	0	(1,322)	391
C1650E : INTERNAL AUDIT SERVICE	595	88	0	639	44
C1690E : COMMERCIAL INVESTMENT AND CAPITAL DIVISION	21,191	(3,447)	(0)	25,072	3,881
TOTAL RESOURCES	24,787	24,324	1	34,085	9,298

	Approved Budget	Current Actuals	(%age)	Full-Yr Forecast	Projected Variance
C1205E : CHILDREN, YOUNG PEOPLE AND EDUCATION	574	81	0	574	-
C1210E : CHILDREN'S SOCIAL CARE	72,014	7,776	0	71,368	(646)
UNACCOMPANIED ASYLUM SEEKING CHILDREN (UASC) AND CARE LEAVERS	(4,630)	2,072	(0)	(4,630)	(0)
C1220E : EDUCATION DIVISION - exc DSG	7,257	12,109	2	7,482	225
C1230E : QUALITY, POLICY AND PERFORMANCE IMPROVEMENT	4,468	742	0	4,468	-
TOTAL CHILDRENS, FAMILIES AND EDUCATION	79,683	22,780	0	78,702	(421)
C1505E : ASSISTANT CHIEF EXECUTIVE DIRECTORATE SUMMARY	(104)	153	(1)	130	234
C1510E : CROYDON DIGITAL AND RESIDENT ACCESS	22,887	3,687	0	22,807	(80)
C1520E : CHIEF PEOPLE OFFICER DIVISION	3,689	536	0	3,755	66
C1530E : POLICY, PROGRAMMES AND PERFORMANCE	6,006	2,597	0	5,794	(212)
C1540E : PUBLIC HEALTH	-	(7,650)	-	0	(0)
TOTAL ASSISTANT CHIEF EXECUTIVE	32,478	(677)	(0)	32,487	9

Appendix 2 – Capital Programme Month 2

Scheme Name	Approved Budget 2022/2023 £'000	Actual to Date as at Period 2 £'000	Forecast for year end 2022/2023 £'000	Variance to Date 2022/2023 £'000
Disabled Facilities Grant	2,993	78	2,993	0
Empty Homes Grants	500	0	500	0
HOUSING	£3,493	£78	£3,493	£0
Adults ICT	110	0	110	0
Provider Services - Extra Care	500	0	500	0
Sheltered Housing	938	0	938	0
Capital investment in Garden Centre for People with social care needs	159	0	159	0
ADULT SOCIAL CARE AND HEALTH	£1,707	£0	£1,707	£0
Bereavement Services	1,000	2	1,775	775
Finance and HR system	500	0	500	0
ICT Refresh & Transformation	8,955	33	8,955	0
People ICT	3,000	206	3,000	0
Members Enquiries Transformation Bid	43	0	43	0
Core Contract Procurement Transformation	530	0	530	0
ASSISTANT CHIEF EXECUTIVE	£14,028	£241	£14,803	£775
Education – Fire Safety Works	902	0	902	0
Education - Fixed Term Expansions	3,243	2	1,243	(2,000)
Education - Major Maintenance	9,549	94	4,049	(5,500)
Kenley School Modular Replacement Works	0	7	134	134
Education - Permanent Expansion	44	0	319	275
Education - Secondary Estate	0	41	41	41
Education - SEN	2,226	132	1,026	(1,200)
CHILDREN, YOUNG PEOPLE AND EDUCATION	£15,964	£276	£7,714	(£8,250)
Allotments	200	0	200	0
Brick by Brick programme	6,203	0	6,203	0
Fairfield Halls Refurb	1,000	1,274	2,300	1,300
Fixtures & Fittings FFH	0	571	571	571
CALAT Transformation	390	0	390	0
Electric Vehicle Charging Points	500	0	500	0
Capitalised Feasibility Fund	330	0	330	0
Growth Zone	4,000	(25)	4,000	0
Grounds Maintenance Insourced Equipment	200	0	200	0
Highways - maintenance programme	8,618	0	8,618	0
Highways – flood water management	435	0	435	0
Highways – bridges and highways structures	3,403	57	3,403	0
Highways - Tree works	56	(33)	56	0
Mitigate unauthorised access to parks and open spaces	73	0	73	0
Leisure centres equipment upgrade	70	56	206	136
Libraries Investment - General	1,614	63	300	(1,314)

Libraries investment – South Norwood library	412		412	0
Museum Archives	75		75	0
Parking	2,141	63	2,141	0
Play Equipment	380	0	380	0
Safety - digital upgrade of CCTV	1,539	(8)	1,539	0
Section 106 Schemes	0	1	0	0
Signage	137	0	137	0
South Norwood Regeneration	1,032	(377)	1,032	0
Connected Kenley	425	0	425	0
Sustainability Programme	565	0	565	0
TFL - LIP	9,266	0	9,266	0
Waste and Recycling Investment	1,000	0	1,000	0
Waste and Recycling – Don't Mess with Croydon	1,000	7	1,000	0
SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY	£45,064	£1,618	£45,757	£693
Asset Strategy - Stubbs Mead	700	0	700	0
Asset Strategy Programme	225	0	225	0
Asset Acquisition Fund	390	0	390	0
Clocktower Chillers	412	0	412	0
Corporate Property Programme	2,500	112	2,500	0
Croydon Healthy Homes	404	0	404	0
RESOURCES	£4,631	£112	£4,631	£0
Capitalisation Direction	25,000	0	25,000	0
Transformation Spend (Flexible Capital Receipts)	4,662	0	4,662	0
CORPORATE	£29,662	£0	£29,662	£0
NET GENERAL FUND TOTAL	£114,549	£2,325	£107,767	(£6,782)
Fire safety (Sprinkler) programme		(28)		0
Major Repairs and Improvements Programme	23,708	274	22,083	(1,625)
HOUSING REVENUE ACCOUNT	£23,708	£246	£22,083	(£1,625)
	£138,257	£2,571	£129,850	(£8,407)

This page is intentionally left blank

CABINET REPORT

REPORT TO:	CABINET 14 SEPTEMBER 2022
SUBJECT:	Increase of Fees and Charges
LEAD OFFICER:	Jane West Corporate Director of Resources and Section 151 Officer
CABINET MEMBER:	Councillor Jason Cummings Cabinet Member for Finance
WARDS:	All

SUMMARY OF REPORT:

This report requests approval by Cabinet to changes in fees and charges that are made in respect of supplies and services supplied by the Council to the extent that these fall within the authority of the Executive to determine. Cabinet should be aware that many regulatory functions have statutory fees which are set or are required to be considered by the relevant regulatory committees as they are precluded from being executive functions.

FINANCIAL IMPACT

With the cost of providing charged-for goods and services going up due to inflation and other factors, the Council needs to increase its charges by an equivalent amount to ensure it still continues to recover its costs.

The proposed increases in fees and charges as set out in Appendix 1 contributes to the delivery savings of £1.2m as approved by Full Council in March 2022 as part of the annual budget and Medium-Term Financial Strategy report.

KEY DECISION REFERENCE NO.: This is not a key decision

1. RECOMMENDATIONS

The Executive Mayor in Cabinet is recommended to:

- 1.1 To approve the fees and charges as set out in Appendix 1
- 1.2 To have due regard to the equalities impact assessment in Appendix 2 in making the decisions set out in these recommendations

2. BACKGROUND

- 2.1 The Council provides a wide range of services to residents and businesses. For some of these the Council is entitled to make a charge. For others it is not permitted to do so. Reasons for making a charge include:

- There is a statutory charge — for example, planning fees and licensing fees.
 - It is the Council's policy to recover its costs in relation to the discretionary or incidental provision of goods or services provided so that they are not funded by the council taxpayer.
 - It may be the Council's policy to partially subsidise a service to encourage take-up (e.g. sports) or to support a policy objective (e.g. bulky waste collections to reduce fly tipping).
 - There is an existing market that would be distorted if the Council did not charge the market rate — for example, trade refuse collection — although charges are still subject to the cost recovery basis set out in statute.
- 2.2 Like other businesses, the Council's costs are affected by demand and supply factors such as inflation. It is good practice for the Council to review its charging policies and the level of charges annually to ensure that they stay relevant and reflect the Council's underlying costs.
- 2.3 The Council is required to ensure that, taking one year with another, the income from charges does not exceed the costs of provision as this would be contrary to the statutory basis which permits the Council to charge in relation to discretionary or incidental services.

3. METHODOLOGY

- 3.1 This review was carried out by updating the list of fees and charges from the last full review, which was carried out in 2021. The list was also compared with the lists of fees and charges from other councils to ensure it was comprehensive. The updated list is attached at Appendix 1. This list does not represent the full range of fees and charges but only those for which a proposal to increase has been received and a Cabinet decision is required.
- 3.2 Cabinet will be aware that many regulatory functions have statutory fees which are set or are required to be considered by the relevant regulatory committees as they are precluded from being Executive functions.
- 3.3 The decision was taken to treat parking charges separately, and they are excluded from this review. Property rental income is also excluded. Licensing and regulatory related fees are non-executive functions and are reserved for consideration by non-executive committees of the Council. There are also officer delegations in place from the relevant regulatory committees in relation to certain highways charges (skip licences, scaffolding licences etc) and although considered as part of the review are not presented in this report for decision as they are non-executive functions.
- 3.4 Information about the volume of sales is not readily available, making it difficult to check whether the budget is in line with [price x quantity of] sales. It has not been possible to ascertain whether budgets are significantly out of line with actual income. In most cases budgets have been set through top-down income target setting, not resulting in changes to charging policy or prices that would deliver the target. In some cases, budgets are not set in a way that would enable the financial impact of levels of activity to be monitored. Further work will be undertaken over the summer to align budgets and actual income collection levels.

4. PRINCIPLES

4.1 The following principles have been applied in developing charging policies and setting recommended price levels:

- Charging policy will be one of the following:

Charging Policy	Description
Statutory	The price or price formula is determined by the government
Full cost recovery	The price is set to fully recover direct costs and overheads of the services or goods provided
Subsidised	The price is set at a level below full cost recovery for policy reasons
Market price	The price is determined by the market (although the council is constrained to a maximum of full cost recovery)

- Charging policies should be reviewed and the level of income maximised in each case within the statutory and policy constraints.
- All new opportunities to charge for Council goods and services should be identified and put into effect.
- At the very least there should be an annual inflation increase in prices to reflect the underlying increase in the costs of providing the goods or services. Inflation will be calculated at CPI or the specific rates applicable to costs of service delivery.
- It is recognised that some prices are statutory and cannot be changed. Consideration should be given to whether the volume of sales could be influenced to increase or decrease in each case to improve the overall position.
- Full cost recovery means that the price should factor in direct costs, indirect costs such as management, training etc., and central overheads such as HR and Legal. Where this has not been the case the price will be adjusted accordingly.
- Pricing structures should be simple. Requirement for complex calculation or costing should be removed wherever possible.
- Charges should be 'price pointed' — i.e. rounded to a figure that is easy to remember for customers and to administer. This reflects private sector practice and meets customer expectations.

- There should be transparency concerning charges and the reason for any subsidy. Standard fees and charges should be published on the Council's web site.
 - Fees and charges should be collected in advance or at point of sale wherever possible. The Council should not offer credit terms (i.e. issue a 30 day invoice after the service has been provided) unless this is required by law or there is a competitive market that operates on that basis.
- 4.2 The impact of adopting the principles set out above will be to ensure that the council fully bills for fees and charges to recover the full cost of providing the goods or services and that recovery action is taken as appropriate for unpaid debts where payment is not received in advance.

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 Revenue and Capital consequences of report recommendations

- 5.1.1 The proposed increases in fees and charges as set out in Appendix 1 contributes to the delivery savings of £1.2m as approved by Full Council in March 2022 as part of the annual budget and Medium-Term Financial Strategy report.

6. RISKS

- 6.1 The Council continued to experience reduced income throughout 2021/22 due to the ongoing impact of Covid 19.
- 6.2 The Council received compensation from the government for this loss of income in the form of grant income in 2021/22 at 75% losses (after first 5%) for the first quarter of 2021/22. However, no further Government support has been available since 1 July 2021.
- 6.3 Income from fees and charges is also subject to risk in relation to other national and local demand factors (e.g. the buoyancy of the local economy) as well as supply factors such as the level of cost inflation.
- 6.4 Government decisions concerning the level of statutory charges also represent a threat to income levels, particularly when there is no annual uplift to ensure charges keep pace with costs.

Approved by: Matt Davis, Interim Director of Finance

7. LEGAL CONSIDERATIONS

- 7.1 The Head of Litigation and Corporate Law comments on behalf of the Director of Legal Services that where the relevant statute sets out a fee or charge for the service in question, the Council does not have a discretion to alter that and nothing within this report will permit such a change.
- 7.2 Where the Council is providing a statutory service which the Council is mandated to provide or which the Council has a duty to provide, this is not subject to an authority to charge unless this is set out in the relevant statute and according such matters are not covered by this report or any associated charging policy.

- 7.3 There are specific powers to charge for services detailed throughout local government legislation, for example section 19 of the Local Government (Miscellaneous Provisions) Act 1976 permits charging for the use of leisure and recreational facilities and section 38 of the 1976 Act permits entering into agreements with other persons to make full use of local authority computers and equipment. However those provisions are subject to parameters which the council is required to adhere to in charging for such matters.
- 7.4 The Local Government Act 2003 ("the 2003 Act") introduced a general power to charge for the provision of any discretionary service. The discretionary charging powers do not apply to services which an authority is mandated or has a duty to provide. However, councils can charge for discretionary services (that is, services they have power to provide but are not obliged or have a duty to provide by law). In order to do so, the recipient of the discretionary service must have agreed in advance, to pay for the provision of such services. The 2003 Act power cannot be used where charging is prohibited or where another specific charging regime applies. Charging is limited to cost recovery and statutory guidance published in 2003
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/8310/151291 .pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/8310/151291.pdf) outlines how costs and charges should be established and that guidance remains in force. In setting the proposed fees, the Council is required to have regard to this guidance.
- 7.5 A local authority may be able to rely on the subsidiary powers under section 111 of the LGA 1972 to authorise the provision of a service to facilitate the discharge of a specific function. If reliance were to be placed on this power, it would be necessary to be satisfied that the function in question is incidental to the discharge of statutory functions of the Council. Where this is established, the local authority may charge under section 93 for that function-related service.
- 7.6 This power in relation to incidental services is subject to the restriction in S 93 that it cannot be used to raise income — i.e. you could not use it to generate a profit, but could rely on it to charge equivalent to the costs of provision of the "service" which is incidental to the statutory function.
- 7.7 In relation to utilisation of the general power of competence in the Localism Act 2011 ("LA 2011"), these charging provisions follow, very closely, the requirements of the 2003 Act to allow local authorities to charge up to full cost recovery for discretionary services. These provisions operate alongside rather than replace the Local Government Act 2003 powers.
- 7.8 The power to charge under the LA 2011 is subject to a duty to secure that, taking one financial year with another, the income from charges does not exceed the costs of provision. As with the 2003 Act powers, charging for things done in exercise of the General Power of Competence is not a power to make a profit from those activities.
- 7.9 In relation to fees pertaining to Allotments, the Council must ensure that the relevant statutory provisions pertaining to the Allotment Acts are complied with, in particular in relation to Section 10 of the Allotment Act 1950.
- 7.10 With regard to the Edited Electoral Register the Council must ensure that the provisions of the Representation of the People (England & Wales) Regulations

(RPR) 2001 - which set out, among other matters, the fees which may be charged regarding the edited register - are complied with.

- 7.11 Finally, where the introduction of new/altered fees or charges requires consultation and/or engagement with affected users to have been undertaken prior to the proposed changes, officers will need to have satisfied themselves that the appropriate actions have been taken prior to bringing forward these proposals for members' consideration. Where notice or publication of changes to charges is required in respect of any fees/charges under specific legislative or common law requirements, officers will ensure that the appropriate notices have been published in accordance with the relevant requirements.

Approved by Sandra Herbert, Head of Litigation and Corporate Law

8. HUMAN RESOURCES IMPACT

- 8.1 None.

9. EQUALITIES IMPACT

- 9.1 Under the Public Sector Equality Duty of the Equality Act 2010, decision makers must evidence consideration of any potential impacts of proposals on groups who share the protected characteristics, before decisions are taken. This includes any decisions relating to how authorities act as employers; how they develop, evaluate and review policies; how they design, deliver and evaluate services, and also how they commission and procure services from others.
- 9.2 Section 149 of the Act requires public bodies to have due regard to the need to:
- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
 - advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
 - foster good relations between people who share a protected characteristic and people who do not share it.
- 9.3 Protected characteristics defined by law include race and ethnicity, disability, sex, gender reassignment, age, sexual orientation, pregnancy and maternity, and religion or belief.
- 9.4 Having due regard means there is a requirement to consciously address the three tenets of the Equality Duty within decision-making processes. By law, assessments must contain sufficient information to enable the local authority to show it has paid 'due regard' to the equalities duties; and identified methods for mitigating or avoiding adverse impact on people sharing protected characteristics. Where a decision is likely to result in detrimental impact on any group with a protected characteristic it must be justified objectively.
- 9.5 Like many local authorities, Croydon Council utilises Equality Impact Assessments (EQIA) to have due regard to the requirements of the Equality Act. An EQIA has been completed for the proposed changes in fees and charges and is attached to this report.
- 9.6 In summary, the EQIA has identified that whilst some of the changes may have an impact, this impact is considered to be minimal. The proposed changes are, in

almost every case, below the inflation rate of 10.1% in July 2022 (which is forecast to increase further) – often significantly below the inflation level. The EQIA also recognises that the wider economic context, with inflation at historically high levels, may impact residents.

9.7 Although the impact of changes to the Council fees and charges is considered to be low, the EQIA outlines a number of mitigations that the Council has in place to support residents with fees and charges, many of which provide a positive benefit to protected characteristic groups. A selection of examples from the full EQIA include:-

- There are discounted rates for all leisure centre activities for Croydon residents with disabilities. If a disabled person needs a carer with them in order to access leisure centre services, the carer is entitled to free entry.
- Croydon Council Leisure Centres offer discounted rates for residents Seniors 60+ years and Juniors 4-15 years
- Croydon Council Money Advice Service for advice on paying your bills and debt worries. All advice is independent and confidential.

9.8 It should be noted that there are a small number of fees and charges that the council is the sole provider for. It is not possible for residents to access services from an alternative commercial supplier. It should also be noted that one household may be affected through paying several fees for a range of services and/or have multiple protected characteristics within the household.

9.9 As set out elsewhere in the report, the change in fees and charges contributes to the Council's budget for delivering service to residents. If these are not increased the resulting financial pressures could lead to service reductions which could impact on residents more than the proposed fee changes.

9.10 Finally, the EQIA highlights the importance of service departments collecting and using data on their service users to identify the impact on protected characteristic groups. This is an area for improvement and a project is underway with the support of the Head of Profession for Data interpretation, business analytics and insight and the Equalities Manager, reporting to the Corporate Management Team and the Equality, Diversity & Inclusion Board.

Approved by: Gavin Handford, Director of Policy, Programmes & Performance

10. ENVIRONMENTAL IMPACT

None

11. CRIME AND DISORDER REDUCTION IMPACT

None

12. DATA PROTECTION IMPLICATIONS

a. WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?

YES — The processing of fees and charges involves the processing of customer data such as name, address, and the service required by the customer.

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

NO - not required as the arrangements for processing personal data in relation to fees and charges are not directly under review as a result of this report. Any process change resulting from the recommendations will be subject to a DPIA and the results will be reported as part of the decision making process.

CONTACT OFFICER: Matthew Davis Interim Director of Finance

APPENDICES TO THIS REPORT:

Appendix 1 — Croydon Council Fees and Charges 2022/23

Appendix 2 — Equality Analysis

BACKGROUND DOCUMENTS: None

Department	Service	Fee or Charge Description	Charging Policy	Credit Policy	2021-22 Charges (£)	% Increase on 2020/21	2022-23 Proposed Charges (£)
Resources	Address Management	Street Naming and Numbering - Basic fee including first unit of development	Full cost recovery	Payment in advance	260.00	0%	260.00
Resources	Address Management	Street Naming and Numbering - Each additional unit up to 20	Full cost recovery	Payment in advance	55.00	0%	55.00
Resources	Address Management	Street Naming and Numbering - Each additional unit over 20	Full cost recovery	Payment in advance	40.00	0%	40.00
Resources	Address Management	Street Naming and Numbering - Building Name (as part of new development)	Full cost recovery	Payment in advance	260.00	0%	260.00
Resources	Address Management	Street Naming and Numbering - Street Name	Full cost recovery	Payment in advance	520.00	0%	520.00
Resources	Address Management	Street Naming and Numbering - Renaming and renumbering: Building Name	Full cost recovery	Payment in advance	260.00	0%	260.00
Resources	Address Management	Street Naming and Numbering - Renaming and renumbering: Per Unit	Full cost recovery	Payment in advance	260.00	0%	260.00
ACE	Registrars	Citizenship Ceremony Fees - Private + £80 from Home Office	Market price	Payment at point of sale	122.00	4%	127.00
ACE	Registrars	Offsite Wedding Fees - weekday	Market price	Payment in advance	416.00	4%	433.00
ACE	Registrars	Offsite Wedding Fees - Saturday	Market price	Payment in advance	543.00	4%	565.00
ACE	Registrars	Offsite Wedding Fees - Sunday & Bank Holiday	Market price	Payment in advance	599.00	4%	623.00
ACE	Registrars	Offsite Wedding Fees - Easter Sunday, New Years Day	Market price	Payment in advance	660.00	4%	686.00
ACE	Registrars	Marriage Ceremony in Town Hall Mon-Thurs Arnhem Room	Market price	Payment in advance	228.00	4%	237.00
ACE	Registrars	Marriage Ceremony in Town Hall Mon-Thurs Clocktower Room	Market price	Payment in advance	259.00	4%	269.00
ACE	Registrars	Marriage Ceremony in Town Hall Fri Arnhem Room	Market price	Payment in advance	299.00	4%	311.00
ACE	Registrars	Marriage Ceremony in Town Hall Fri - Clocktower Room	Market price	Payment in advance	284.00	4%	295.00
ACE	Registrars	Marriage Ceremony in Town Hall Sat - Arnhem	Market price	Payment in advance	284.00	4%	295.00
ACE	Registrars	Marriage Ceremony in Town Hall Sat Clocktower	Market price	Payment in advance	340.00	4%	354.00
ACE	Registrars	Marriage Ceremony in Town Hall Sunday Arnhem	Market price	Payment in advance	345.00	4%	359.00
ACE	Registrars	Marriage Ceremony in Town Hall Sunday Clocktower	Market price	Payment in advance	400.00	4%	416.00
ACE	Registrars	Marriage Ceremony in Town Hall Easter Sunday, New Year's Day - Arnhem	Market price	Payment in advance	447.00	4%	465.00
ACE	Registrars	Marriage Ceremony in Town Hall Easter Sunday, New Year's Day - Clocktower	Market price	Payment in advance	508.00	4%	528.00
ACE	Registrars	Final Chat for marriage or civil partnership	Market price	Payment in advance	56.00	4%	58.00
ACE	Registrars	Booking fee to hold time and date for ceremony in diary for Town Hall	Market price	Payment in advance	36.00	6%	38.00
ACE	Registrars	Admin fee for change of booking, venue, date	Market price	Payment in advance	36.00	6%	38.00
ACE	Bereavement Services	PURCHASE OF EXCLUSIVE BURIAL RIGHTS - 50 YR'S - NEW GRAVES - GREENLAWNS MEMORIAL PARK - Grave - Muslim	Market price	30 day invoice	3,680.00	3%	3790.00
ACE	Bereavement Services	PURCHASE OF EXCLUSIVE BURIAL RIGHTS - 50 YR'S - NEW GRAVES - GREENLAWNS MEMORIAL PARK - Muslim Grave - Non Resident Supplement	Market price	30 day invoice	3,680.00	3%	3790.00
ACE	Bereavement Services	PURCHASE OF EXCLUSIVE BURIAL RIGHTS - 50 YR'S - NEW GRAVES - GREENLAWNS MEMORIAL PARK - Grave - General (Border or Non - border)	Market price	30 day invoice	3,680.00	3%	3790.00
ACE	Bereavement Services	PURCHASE OF EXCLUSIVE BURIAL RIGHTS - 50 YR'S - NEW GRAVES - GREENLAWNS MEMORIAL PARK - Non-resident supplement for General grave purchase	Market price	30 day invoice	3,680.00	3%	3790.00
ACE	Bereavement Services	PURCHASE OF EXCLUSIVE BURIAL RIGHTS - 50 YR'S - NEW GRAVES - GREENLAWNS MEMORIAL PARK - Cremation Plot - Rest Park	Market price	30 day invoice	1,652.00	3%	1702.00
ACE	Bereavement Services	PURCHASE OF RECLAIMED BURIAL RIGHTS - 50 YRS - MITCHAM ROAD CEMETERY - Grave capacity 3	Market price	30 day invoice	2,080.00	3%	2142.00
ACE	Bereavement Services	PURCHASE OF RECLAIMED BURIAL RIGHTS - 50 YRS - MITCHAM ROAD CEMETERY - Grave capacity 2	Market price	30 day invoice	1,919.00	3%	1977.00
ACE	Bereavement Services	PURCHASE OF RECLAIMED BURIAL RIGHTS - 50 YRS - MITCHAM ROAD CEMETERY - Grave capacity 1	Market price	30 day invoice	1,759.00	3%	1803.00
ACE	Bereavement Services	NON - RESIDENT GRAVE SUPPLEMENT - MITCHAM ROAD CEMETERY - Grave capacity 3	Market price	30 day invoice	2,080.00	3%	2142.00

ACE	Bereavement Services	NON - RESIDENT GRAVE SUPPLEMENT - MITCHAM ROAD CEMETERY - Grave capacity 2	Market price	30 day invoice	1,919.00	3%	1977.00
ACE	Bereavement Services	NON - RESIDENT GRAVE SUPPLEMENT - MITCHAM ROAD CEMETERY - Grave capacity 1	Market price	30 day invoice	1,759.00	3%	1803.00
ACE	Bereavement Services	PURCHASE OF RECLAIMED BURIAL RIGHTS - 50 YRS - QUEENS ROAD CEMETERY - Grave capacity 3	Market price	30 day invoice	2,080.00	3%	2142.00
ACE	Bereavement Services	PURCHASE OF RECLAIMED BURIAL RIGHTS - 50 YRS - QUEENS ROAD CEMETERY - Grave capacity 2	Market price	30 day invoice	1,919.00	3%	1977.00
ACE	Bereavement Services	PURCHASE OF RECLAIMED BURIAL RIGHTS - 50 YRS - QUEENS ROAD CEMETERY - Grave capacity 1	Market price	30 day invoice	1,759.00	3%	1803.00
ACE	Bereavement Services	NON - RESIDENT GRAVE SUPPLEMENT - QUEENS ROAD CEMETERY - Grave capacity 3	Market price	30 day invoice	2,080.00	3%	2142.00
ACE	Bereavement Services	NON - RESIDENT GRAVE SUPPLEMENT - QUEENS ROAD CEMETERY - Grave capacity 2	Market price	30 day invoice	1,919.00	3%	1977.00
ACE	Bereavement Services	NON - RESIDENT GRAVE SUPPLEMENT - QUEENS ROAD CEMETERY - Grave capacity 1	Market price	30 day invoice	1,759.00	3%	1803.00
ACE	Bereavement Services	INTERMENT – PURCHASED, UNPURCHASED, RECLAIMED GRAVES - ALL CEMETERIES - Depth for 1 or 2 burials	Market price	30 day invoice	1,116.00	3%	1150.00
ACE	Bereavement Services	INTERMENT – PURCHASED, UNPURCHASED, RECLAIMED GRAVES - ALL CEMETERIES - Depth for 3 burials – all graves	Market price	30 day invoice	1,482.00	3%	1526.00
ACE	Bereavement Services	INTERMENT – PURCHASED, UNPURCHASED, RECLAIMED GRAVES - ALL CEMETERIES - Additional fee for each additional depth	Market price	30 day invoice	347.00	3%	357.00
ACE	Bereavement Services	INTERMENT – PURCHASED, UNPURCHASED, RECLAIMED GRAVES - ALL CEMETERIES - Additional fee for each casket/Italian or last Supper coffin	Market price	30 day invoice	490.00	0%	490.00
ACE	Bereavement Services	INTERMENT – PURCHASED, UNPURCHASED, RECLAIMED GRAVES - ALL CEMETERIES - Non-resident supplement (ALL GRAVES TYPES)	Market price	30 day invoice	459.00	3%	473.00
ACE	Bereavement Services	INTERMENT – PURCHASED, UNPURCHASED, RECLAIMED GRAVES - ALL CEMETERIES - Cremated Remains	Market price	30 day invoice	235.00	3%	242.00
ACE	Bereavement Services	GRAVES/PLOTS FOR CREMATED REMAINS (50 YEARS) - Mitcham Rd – Reclaimed Graves for cremated remains	Market price	30 day invoice	1,077.00	2%	1100.00
ACE	Bereavement Services	GRAVES/PLOTS FOR CREMATED REMAINS (50 YEARS) - Queens Rd – Reclaimed Graves for cremated remains	Market price	30 day invoice	1,077.00	2%	1100.00
ACE	Bereavement Services	GRAVES/PLOTS FOR CREMATED REMAINS (50 YEARS) - Greenlawns – Rest Park	Market price	30 day invoice	1,652.00	3%	1700.00
ACE	Bereavement Services	GRAVES/PLOTS FOR CREMATED REMAINS (50 YEARS) - Interment of Cremated Remains in any of the above	Market price	30 day invoice	235.00	3%	242.00
ACE	Bereavement Services	OTHER INTERMENT CHARGES - Burial taking place at or after 3.00pm Monday to Friday	Market price	30 day invoice	400.00	3%	412.00
ACE	Bereavement Services	OTHER INTERMENT CHARGES - Use of Burial/Crem Chapel for Service (includes use of Organ, Organist Fee & recorded music facilities, per ½ hour or part thereof).	Market price	30 day invoice	325.00	3%	335.00
ACE	Bereavement Services	OTHER INTERMENT CHARGES - Use of Crematorium Chapel for double service or overrun into next period (second ½ hour or part thereof)	Market price	30 day invoice	325.00	3%	335.00
ACE	Bereavement Services	OTHER INTERMENT CHARGES - Cremated remains burial after 4 p.m.	Market price	30 day invoice	203.00	2%	208.00
ACE	Bereavement Services	MONUMENTS - Right to place memorial for 20 yrs – (excludes permit fee) - All grave types at Mitcham Rd and Queen's Rd Cemeteries	Market price	30 day invoice	325.00	3%	335.00
ACE	Bereavement Services	MONUMENTS - Right to place memorial for 20 yrs – (excludes permit fee) - All graves at Greenlawns sold on or before 31st March 2005	Market price	30 day invoice	325.00	3%	335.00
ACE	Bereavement Services	Permit Fees - Mitcham Rd & Queens Rd Cemeteries - All graves	Market price	30 day invoice	149.00	3%	153.00
ACE	Bereavement Services	Permit Fees - All graves at Greenlawns sold on or before 31st March 2005	Market price	30 day invoice	149.00	3%	153.00
ACE	Bereavement Services	Permit Fees - Add inscription to existing memorial	Market price	30 day invoice	117.00	3%	121.00
ACE	Bereavement Services	Permit Fees - Moulding single grave space	Market price	30 day invoice	128.00	3%	132.00
ACE	Bereavement Services	Permit Fees - Turfing single grave space	Market price	30 day invoice	128.00	3%	132.00
ACE	Bereavement Services	CREMATION FEES - Adult service at or before 10.00am OR any other time of day up to 4.00pm Mon to Fri and not requiring a ceremony or use of Organ (i.e. No Service)	Market price	30 day invoice	693.00	3%	714.00

ACE	Bereavement Services	CREMATION FEES - Adult service after 10.00am. up to and including 4.00pm (Mon to Fri)	Market price	30 day invoice	896.00	3%	923.00
ACE	Bereavement Services	CREMATION FEES - Additional Fee for service after 4pm	Market price	30 day invoice	213.00	4%	222.00
ACE	Bereavement Services	CREMATION FEES - Direct Cremation	Market price	30 day invoice	280.00	2%	285.00
ACE	Bereavement Services	CREMATION FEES - Saturday morning cremation fee	Market price	30 day invoice	1,226.00	4%	1275.00
ACE	Bereavement Services	OTHER CREMATION FEES - Burial of Cremated Remains in Cremation Plot	Market price	30 day invoice	235.00	4%	244.00
ACE	Bereavement Services	OTHER CREMATION FEES - Temporary Retention of Cremated Remains: 1st Month nil, then mthly	Market price	Payment at point of sale	20.00	0%	20.00
ACE	Bereavement Services	OTHER CREMATION FEES - Certified Copy of Cremation Register Entry	Market price	Payment at point of sale	22.00	5%	23.00
ACE	Bereavement Services	OTHER CREMATION FEES - Scattering Cremated Remains from other Crematoria	Market price	Payment at point of sale	97.00	3%	100.00
ACE	Bereavement Services	MISCELLANEOUS - Transfer of Grave Rights (Per transfer)	Market price	Payment at point of sale	81.00	2%	83.00
ACE	Bereavement Services	MISCELLANEOUS - Geneology Searches, per name, if completed by Cemeteries Staff	Market price	Payment at point of sale	62.00	3%	64.00
ACE	Bereavement Services	MISCELLANEOUS - Geneology Searches, use of room, access to books: per hr or part thereof	Market price	Payment at point of sale	62.00	3%	64.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - COLUMBARIA RECORDIA FOR 15 YEARS - New 4 line	Market price	Payment in advance	515.00	3%	530.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - COLUMBARIA RECORDIA FOR 15 YEARS - Renewal of 2 line for 15 years	Market price	Payment in advance	255.00	3%	263.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - COLUMBARIA RECORDIA FOR 15 YEARS - Renewal of 2 line for 1 year	Market price	Payment in advance	41.00	2%	42.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - COLUMBARIA RECORDIA FOR 15 YEARS - Renewal of 4 line for 15 years	Market price	Payment in advance	379.00	3%	390.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - COLUMBARIA RECORDIA FOR 15 YEARS - Renewal of 4 line for 1 year	Market price	Payment in advance	48.50	3%	50.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL LEATHER PANEL - New dedication for 7 years	Market price	Payment in advance	326.00	3%	336.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL LEATHER PANEL - Renewal of dedication for 7 years	Market price	Payment in advance	276.00	3%	284.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL LEATHER PANEL - Renewal of dedication for 1 year	Market price	Payment in advance	81.00	2%	83.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL YORK PAVING STONE - for 15 years - Size 2' x 2' including an inscription of up to 50 characters	Market price	Payment in advance	735.00	3%	757.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL YORK PAVING STONE - for 15 years - Size 3' x 2' including an inscription of up to 50 characters	Market price	Payment in advance	1,099.00	3%	1,132.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL YORK PAVING STONE - for 15 years - Additional letters over the included 50 - per character	Market price	Payment in advance	14.00	0%	14.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - Replacement Stone during current dedication period: - Size 2' x 2' including an inscription of up to 50 character	Market price	Payment in advance	528.00	3%	544.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - Replacement Stone during current dedication period: - Size 3' x 2' including an inscription of up to 50 characters	Market price	Payment in advance	779.00	3%	802.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - Replacement Stone during current dedication period: - Renewal of Dedication for 15 years	Market price	Payment in advance	464.00	3%	478.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - Replacement Stone during current dedication period: - Renewal of Dedication for 1 year	Market price	Payment in advance	56.00	4%	58.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - Replacement Stone during current dedication period: - Lift and reface stone for added inscription	Market price	Payment in advance	123.00	3%	127.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL ROSE PLAQUES - Placed at a Standard Rose or Rose Bush for dedication period of 7 years.	Market price	Payment in advance	479.00	3%	493.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL ROSE PLAQUES - Second plaque for remainder of Dedication period	Market price	Payment in advance	214.00	3%	220.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL ROSE PLAQUES - Renewal for a further period of 7 years (inc of 1 or 2 existing plaques)	Market price	Payment in advance	428.00	3%	441.00

ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL ROSE PLAQUES - Renewal for a further period of 1 year (inc of 1 or 2 existing plaques)	Market price	Payment in advance	91.00	3%	94.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL ROSE PLAQUES - Replacement rose plaque	Market price	Payment in advance	112.00	3%	115.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL ROSE PLAQUES - Heart Memorial Rose Plaque, placed at a Standard Rose or Rose Bush for initial dedication period of 7 years.	Market price	Payment in advance	493.00	3%	508.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL ROSE PLAQUES - Second Heart plaque for remainder of Dedication period	Market price	Payment in advance	225.00	3%	232.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL ROSE PLAQUES - Replacement Heart plaque	Market price	Payment in advance	119.00	3%	123.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL ROSE PLAQUES - Additional Emblem – Rose Plaque	Market price	Payment in advance	24.00	0%	24.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL ROSE PLAQUES - Additional Lines (per line) – Rose Plaque	Market price	Payment in advance	15.00	0%	15.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL SEAT - 6' 0" Teak Seat, New for 15 years – including first inscribed bronze plaque	Market price	Payment in advance	1,855.00	3%	1,910.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL SEAT - Renewal for 15 years	Market price	Payment in advance	1,546.00	3%	1,592.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL SEAT - Renewal for 1 year	Market price	Payment in advance	154.00	3%	159.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL TREES leased for 7 years - Memorial Tree including 12"x 12" memorial tablet	Market price	Payment in advance	1,808.00	3%	1,862.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL TREES leased for 7 years - Renewal for 7 Years	Market price	Payment in advance	998.00	3%	1028.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL TREES leased for 7 years - Renewal for 1 Year	Market price	Payment in advance	181.00	3%	186.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL TREES leased for 7 years - Memorial Tree including 18"x 12" memorial tablet	Market price	Payment in advance	1,988.00	3%	2,048.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL TREES leased for 7 years - Renewal for 7 Years	Market price	Payment in advance	998.00	3%	1028.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - MEMORIAL TREES leased for 7 years - Renewal for 1 Year	Market price	Payment in advance	181.00	3%	186.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - THE BOOK OF REMEMBRANCE - 2 line memorial inscription including access to on screen display	Market price	Payment in advance	168.00	3%	173.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - THE BOOK OF REMEMBRANCE - 5 line memorial inscription including access to on screen display	Market price	Payment in advance	267.00	3%	275.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - THE BOOK OF REMEMBRANCE - 8 line memorial inscription including access to on screen display	Market price	Payment in advance	352.00	3%	363.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - THE BOOK OF REMEMBRANCE - Badge, crest or floral emblem (Emblem available with 5 or 8 line inscriptions)	Market price	Payment in advance	89.00	3%	92.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - e-BOOK OF REMEMBRANCE - Digitizing existing entry	Market price	Payment in advance	66.00	3%	68.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - e-BOOK OF REMEMBRANCE - Biographical/Poem/Prose details	Market price	Payment in advance	85.00	-20%	68.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - e-BOOK OF REMEMBRANCE - Digital Photograph	Market price	Payment in advance	87.00	3%	90.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - e-BOOK OF REMEMBRANCE - Inscribing poetry or prose – per line	Market price	Payment in advance	15.00	0%	15.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - e-BOOK OF REMEMBRANCE - Additional Access Card	Market price	Payment in advance	23.00	0%	23.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - REPLICA TYPE "A" – MEMORIAL CARD Containing copy of 2 line inscription	Market price	Payment in advance	57.00	4%	59.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - REPLICA TYPE "A" – MEMORIAL CARD Containing copy of 5 line inscription	Market price	Payment in advance	71.00	3%	73.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - REPLICA TYPE "A" – MEMORIAL CARD Containing copy of 8 line inscription	Market price	Payment in advance	89.00	3%	92.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - REPLICA TYPE "B" - MINIATURE BOOK (paper covers) - Containing copy of 2 line inscription	Market price	Payment in advance	89.00	3%	92.00

ACE	Bereavement Services	CREMATORIUM MEMORIALS - REPLICA TYPE "B" - MINIATURE BOOK (paper covers) - Containing copy of 5 line inscription	Market price	Payment in advance	119.00	3%	123.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - REPLICA TYPE "B" - MINIATURE BOOK (paper covers) - Containing copy of 8 line inscription	Market price	Payment in advance	130.00	3%	134.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - REPLICA TYPE "C" - MINIATURE BOOK (hard covers) - Containing copy of 2 line inscription	Market price	Payment in advance	136.00	3%	140.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - REPLICA TYPE "C" - MINIATURE BOOK (hard covers) - Containing copy of 5 line inscription	Market price	Payment in advance	149.00	3%	153.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - REPLICA TYPE "C" - MINIATURE BOOK (hard covers) - Containing copy of 8 line inscription	Market price	Payment in advance	171.00	3%	176.00
ACE	Bereavement Services	CREMATORIUM MEMORIALS - Badge, crest or floral emblem - available with replicas for additional	Market price	Payment in advance	89.00	3%	92.00
ACE	Bereavement Services	GREENLAWN MEMORIALS - BRONZE MEMORIAL TABLETS - Size 12" x 12" (Maximum of 4 per grave) Inclusive of an inscription of not more than 75 characters	Market price	Payment in advance	368.00	3%	379.00
ACE	Bereavement Services	GREENLAWN MEMORIALS - BRONZE MEMORIAL TABLETS - Size 18" x 12" (Cremation Plot, 1 per plot) Inclusive of an inscription of not more than 75 characters	Market price	Payment in advance	490.00	3%	505.00
ACE	Bereavement Services	GREENLAWN MEMORIALS - BRONZE MEMORIAL TABLETS - Size 24" x 12" (Maximum of 2 per grave) Inclusive of an inscription of not more than 75 characters	Market price	Payment in advance	607.00	3%	625.00
ACE	Bereavement Services	GREENLAWN MEMORIALS - BRONZE MEMORIAL TABLETS - Inscriptions over 75 letters - each additional character	Market price	Payment in advance	15.00	0%	15.00
ACE	Bereavement Services	GREENLAWN MEMORIALS - BRONZE MEMORIAL TABLETS - Refurbishment of an existing bronze tablet	Market price	Payment in advance	293.00	3%	302.00
ACE	Bereavement Services	GREENLAWN MEMORIALS - MOTIFS, EMBLEMS, BADGES etc - A standard plain Cross or Rose (any plaque size)	Market price	Payment in advance	40.00	2%	41.00
ACE	Bereavement Services	GREENLAWN MEMORIALS - MOTIFS, EMBLEMS, BADGES etc - Other motifs: Please contact the Crematorium Office staff for quote	Market price	Payment in advance	POA		POA
ACE	Bereavement Services	GREENLAWN MEMORIALS - SANCTUM VAULTS - Sanctum Vault for 50 years (excludes bronze tablet)	Market price	Payment in advance	1,038.00	3%	1,069.00
ACE	Bereavement Services	GREENLAWN MEMORIALS - SANCTUM VAULTS - Sanctum Bronze Tablet	Market price	Payment in advance	277.00	3%	285.00
ACE	Bereavement Services	GREENLAWN MEMORIALS - FLOWER VASE - Regulation vase - includes installation	Market price	Payment in advance	18.00	0%	18.00
ACE	Bereavement Services	GREENLAWN MEMORIALS - FLOWER VASE - Regulation trough - includes installation	Market price	Payment in advance	24.00	0%	24.00
ACE	Bereavement Services	GREENLAWN MEMORIALS - GEMINI MEMORIAL NICHEs - Initial 15 year lease of standard cell (2 urn capacity)	Market price	Payment in advance	1,300.00	3%	1,339.00
ACE	Bereavement Services	GREENLAWN MEMORIALS - GEMINI MEMORIAL NICHEs - Renewal of 15 year lease of standard cell	Market price	Payment in advance	939.00	3%	967.00
ACE	Bereavement Services	GREENLAWN MEMORIALS - GEMINI MEMORIAL NICHEs - Opening of Niche for deposit of casket and resealing	Market price	Payment in advance	64.00	3%	66.00
ACE	Bereavement Services	GREENLAWN MEMORIALS - GEMINI MEMORIAL NICHEs - Inscriptions engraved & guided on Urn and/or sealing stone - per character	Market price	Payment in advance	16.00	0%	16.00
ACE	Bereavement Services	GREENLAWN MEMORIALS - GEMINI MEMORIAL NICHEs - Motifs and other emblems can also be supplied. Price available on request	Market price	Payment in advance	POA		POA
ACE	Bereavement Services	GREENLAWN MEMORIALS - GEMINI MEMORIAL NICHEs - Wooden Gemini casket and inscription	Market price	Payment in advance	112.00	3%	115.00
ACE	Bereavement Services	GREENLAWN MEMORIALS - COLUMBARIUM NICHE - (refurbished - new product) - New Lease (inc. cover stone) for 10 years	Market price	Payment in advance	2,139.00	3%	2,203.00
ACE	Bereavement Services	GREENLAWN MEMORIALS - COLUMBARIUM NICHE - (refurbished - new product) - Renew Lease for 10 years	Market price	Payment in advance	1,573.00	2%	1,602.00
ACE	Bereavement Services	GREENLAWN MEMORIALS - COLUMBARIUM NICHE - (refurbished - new product) - Opening of Niche for deposit of casket and resealing	Market price	Payment in advance	91.00	3%	94.00

ACE	Bereavement Services	GREENLAWN MEMORIALS - COLUMBARIUM NICHE - (refurbished - new product) - additional inscription on plaque	Market price	Payment in advance	241.00	3%	248.00
ACE	Bereavement Services	MISCELLANEOUS FEES - Surrender of burial rights - paid to grave owner on	Refund	Refund Process	-157.00	0%	-157.00
ACE	Bereavement Services	MISCELLANEOUS FEES - Renew of Lease Cremation plots Garden of Remembrance - Mitcham Road 1 year	Market price	Payment in advance	112.00	3%	115.00
ACE	Bereavement Services	MISCELLANEOUS FEES - Renew of Lease Cremation plots Garden of Remembrance - Mitcham Road 5 years	Market price	Payment in advance	490.00	3%	505.00
ACE	Bereavement Services	Funerals - Administration fees for arranging funerals - Property search	Full cost recovery	Other (see Notes)	156.00	4%	162.00
ACE	Bereavement Services	Funerals - Administration fees for arranging funerals - Letters (Administration of estate) £ per letter	Full cost recovery	Other (see Notes)	15.00	0%	15.00
ACE	Bereavement Services	Funerals - Administration fees for arranging funerals - Treasury Solicitor Referrals	Full cost recovery	Other (see Notes)	411.00	4%	427.00
ACE	Bereavement Services	Funerals - Administration fees for arranging funerals - Registration of Death	Full cost recovery	Other (see Notes)	41.00	5%	43.00
ACE	Bereavement Services	Funerals - Administration fees for arranging funerals - Administration Charge incl general admin, travel, parking, phone calls etc - per hour or part thereof	Full cost recovery	Other (see Notes)	24.00	4%	25.00
Children, Young People and Education	Human Resources	annual core support contract for Schools at fixed rate per employee	Full cost recovery	Payment in advance	91	2%	93.00
Children, Young People and Education	Human Resources	annual enhanced support contract for Schools at fixed rate per employee	Full cost recovery	Payment in advance	113	3%	116.00
Children, Young People and Education	IT	half day ad hoc technical support for Schools	Full cost recovery	Payment in advance	230	4%	240.00
Children, Young People and Education	IT	full day ad hoc technical support for Schools	Full cost recovery	Payment in advance	464	2%	475.00
Children, Young People and Education	IT	per hour annual technical support contracts for Schools	Full cost recovery	Payment in advance	POA		POA
Children, Young People and Education	IT	annual SIMS support contracts for Schools	Full cost recovery	Payment in advance	POA		POA
Children, Young People and Education	HR Recruitment	Annual recruitment package. Fee based on pupil numbers and type of school	Full cost recovery	Payment in advance	0 to 250=420, to 500= 525, to 750 =630, to 1000= 735, to 1500= 840 to 5000= 945		500.00
Children, Young People and Education	HR Recruitment	ad hoc adverts for Schools	Full cost recovery	Payment in advance	131	3%	135.00
Children, Young People and Education	ECT	Appropriate Body service. 2 year ECT programme - 1 term. Fee per NQT at school	Full cost recovery	Payment in advance	300	0%	300.00
Children, Young People and Education	NQT	Appropriate Body service -3 terms. Fee per NQT for Schools	Full cost recovery	Payment in advance	0		POA
ACE	Employee Assistance	EAP service for all school staff. Fee is calculated per staff member	Full cost recovery	Payment in advance	300	0%	300.00
Resources	Insurance for schools	Comprehensive insurance policy for Schools. Calculated at a rate per pupil	Full cost recovery	Payment in advance	Primary and nursery- £38, PRU and Secondary- £44, Special - £65		0
HOUSING		Per unit (bedsits) for renewal	No Change	N/A	316	0%	316.00
HOUSING		Maximum per property	No Change	N/A	250	0%	250.00
HOUSING		Charge for Fireguards and Stairgates (ex VAT)	No Change	N/A	20	0%	20.00
HOUSING		Charge for Handy Person					
HOUSING		Charge per hour (ex VAT)	No Change	N/A	21.00	0%	21.00
HRA		Leaseholder pre-assignment packs		N/A	200.00		200.00
HRA		Registration fee for the subletting of the property		N/A	50.00		50.00
HRA		Notice of charge & Deed of covenant fee		N/A	40.00		40.00
Sustainable Communities, Regeneration and Economic Recovery	HMO Licensing	New HMO Licensing Fee Regime from 01/04/06 - Per habitable room (bedroom or living room)	Full cost recovery	N/A	250.00	2%	255.00
Sustainable Communities, Regeneration and Economic Recovery	HMO Licensing	New HMO Licensing Fee Regime from 01/04/06 - Maximum per property	Full cost recovery	N/A	5000.00	2%	5100.00

Sustainable Communities, Regeneration and Economic Recovery	Housing Enforcement	Charge for Home Office Inspections (ex VAT)	N/A	N/A	180.00	2%	183.60
Sustainable Communities, Regeneration and Economic Recovery	Housing Enforcement	Charge for Housing Act Notice (ex VAT) - For first notice (£450 for 1st notice + additional £100 for each hazard)	N/A	N/A	450.00	2%	459.00
Sustainable Communities, Regeneration and Economic Recovery	Housing Enforcement	Charge for Housing Act Notice (ex VAT) - For subsequent notices (£450 for 1st notice + additional £100 for each hazard)	N/A	N/A	450.00	2%	459.00
Sustainable Communities, Regeneration and Economic Recovery	Housing Enforcement	Charge for Housing Act Notice (ex VAT) - For hazard awareness notices	N/A	N/A	150.00	2%	153.00
Sustainable Communities, Regeneration and Economic Recovery	Housing Enforcement	Charge for Housing Act Notice (ex VAT) - To review suspended notices	N/A	N/A	250.00	2%	255.00
Sustainable Communities, Regeneration and Economic Recovery	Housing Enforcement	Charge for Housing Act Notice (ex VAT) - Maximum per property	N/A	N/A	1000.00	2%	1020.00
Sustainable Communities, Regeneration and Economic Recovery	Housing Enforcement	Charge for Carrying Out Works in Default of Landlord (30% on cost)	N/A	N/A	Variable		Variable
Sustainable Communities, Regeneration and Economic Recovery	Waste Management	Commercial Recycling Fees - Glass:240 Euro Bin - 1 to 4 bins (per bin)	N/A	N/A	TBC		0.00
Sustainable Communities, Regeneration and Economic Recovery	Waste Management	Commercial Recycling Fees - Glass:240 Euro Bin - 5 or more bins (per bin)	N/A	N/A	TBC		0.00
Sustainable Communities, Regeneration and Economic Recovery	Waste Management	Bin Hire - Annual Charge 240 Euro Bin	N/A	None	78.93	3%	81.00
Sustainable Communities, Regeneration and Economic Recovery	Waste Management	Bin Hire - Annual Charge 360 Euro Bin	N/A	None	84.05	2%	86.00
Sustainable Communities, Regeneration and Economic Recovery	Waste Management	Bin Hire - Annual Charge Paladin	N/A	None	164	2%	167.00
Sustainable Communities, Regeneration and Economic Recovery	Waste Management	Bin Hire - Annual Charge 660 Euro Bin	N/A	None	174.75	1%	177.00
Sustainable Communities, Regeneration and Economic Recovery	Waste Management	Bin Hire - Annual Charge 1100 Euro Bin	N/A	None	194.75	2%	199.00
Sustainable Communities, Regeneration and Economic Recovery	Waste Management	Bin Hire - Annual Charge Chamberlain	N/A	None	164	2%	167.00
Sustainable Communities, Regeneration and Economic Recovery	Public Realm Licensing	Licence charges: Mobile crane per day	Full cost recovery	Pay in advance	235	2%	239.70
Sustainable Communities, Regeneration and Economic Recovery	Public Realm Licensing	Licence charges: Scaffolding (for 4 weeks)	Full cost recovery	Pay in advance	356	2%	363
Sustainable Communities, Regeneration and Economic Recovery	Public Realm Licensing	Mobile scaffolding per day	Full cost recovery	Pay in advance	235	2%	240
Sustainable Communities, Regeneration and Economic Recovery	Public Realm Licensing	Licence charges: Hoardings (for 4 weeks)	Full cost recovery	Pay in advance	356	2%	363.1
Sustainable Communities, Regeneration and Economic Recovery	Public Realm Licensing	Licence charges: Cherry Picker/Scissor Lift per day	Full cost recovery	Pay in advance	235	2%	239.7
Sustainable Communities, Regeneration and Economic Recovery	Public Realm Licensing	Licence charges: Skips 14 days	Full cost recovery	Pay in advance	66	2%	67.3
Sustainable Communities, Regeneration and Economic Recovery	Public Realm Licensing	Licence charges: Materials per day	Full cost recovery	Pay in advance	14	2%	14.3
Sustainable Communities, Regeneration and Economic Recovery	Public Realm Licensing	Licence charges: Materials (for 2 weeks)	Full cost recovery	Pay in advance	191	2%	194.8
Sustainable Communities, Regeneration and Economic Recovery	Public Realm Licensing	Licence charges: Containers/Site Office (for 4 weeks)	Full cost recovery	Pay in advance	356	2%	363.1
Sustainable Communities, Regeneration and Economic Recovery	Public Realm Licensing	Licence charges: Over sail licence (for 4 weeks)	Full cost recovery	Pay in advance	356	2%	363.1
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Fishing - Per Rod - Adults (per day)	Market price	Paid up front	6.38	10%	7.01
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Fishing - Per Rod - Juniors (under 17) / 60+ . Disabled (per day)	Market price	Paid up front	5.23	10%	5.75
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Fishing - Per Rod - Adult Season Ticket	Market price	Paid up front	90.05	10%	99.05
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Fishing - Per Rod - Junior Season Ticket	Market price	Paid up front	59.92	10%	65.91

Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Fishing - Per Rod - 60+ Season Ticket	Market price	Paid up front	30.42	10%	33.46
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Bowls - Casual Play per hour - Adults	Market price	N/A	5.00	0%	5.00
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Bowls - Casual Play per hour - Juniors (under 17) / 60+ . Disabled	Market price	N/A	4.05	0%	4.05
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Bowls - Whole Season Tickets - Adults	Market price	N/A	135	0%	135.00
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Bowls - Whole Season Tickets - Juniors (under 17)	Market price	N/A	45.50	0%	45.50
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Bowls - Whole Season Tickets - 60+	Market price	N/A	89.55	0%	89.55
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Bowls - Whole Season Tickets - Disabled / Blind bowlers	Market price	N/A	22.75	0%	22.75
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Netball - Per Hour - Without dressing accommodation	Market price	Paid up front	14.61	10%	16.07
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Netball - Per Hour - Block booking per game (Min 10 games)	Market price	Paid up front	11.67	10%	12.84
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Netball - Per Hour - Little League (per 3 hour period)	Market price	Paid up front	21.33	10%	23.46
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Football Seniors - Local Clubs - Per individual match	Full cost recovery	Paid up front	51.81	10%	56.99
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Football Seniors - Local Clubs - Block booking per game (minimum 10 games)	Full cost recovery	Paid up front	45.31	10%	49.84
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Football Seniors - Local Clubs - Shower facilities	Full cost recovery	Paid up front	23.92	10%	26.31
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Football Seniors - Other Clubs - Per individual match	Full cost recovery	Paid up front	70.725	10%	77.80
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Football Seniors - Other Clubs - Block booking per game (minimum 10 games)	Full cost recovery	Paid up front	66.01	10%	72.61
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Football Seniors - Other Clubs - Shower facilities	Full cost recovery	Paid up front	23.92	10%	26.31
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Football Juniors (under 17) - Local Clubs - Per individual match	Full cost recovery	Paid up front	22.94	10%	25.23
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Football Juniors (under 17) - Local Clubs - Block booking per game (minimum 10 games)	Full cost recovery	Paid up front	20.76	10%	22.84
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Football Juniors (under 17) - Local Clubs - Shower facilities	Full cost recovery	Paid up front	11.79	10%	12.97
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Football Juniors (under 17) - Local Clubs - Mini Soccer 7-a-side	Full cost recovery	Paid up front	13.92	10%	15.31
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Football Juniors (under 17) - Other Clubs - Mini Soccer 7-a-side	Full cost recovery	Paid up front	20.59	10%	22.65
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Little League Football - Per pitch (3 hours)	Full cost recovery	Paid up front	36.57	10%	40.23
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Football Leagues (Seasonal) - Senior Football	Full cost recovery	Paid up front	38.81	10%	42.69
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Football Leagues (Seasonal) - Shower Facilities	Full cost recovery	Paid up front	15.81	10%	17.39
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Football Leagues (Seasonal) - Junior Football	Full cost recovery	Paid up front	17.71	10%	19.48
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Football Leagues (Seasonal) - Shower Facilities	Full cost recovery	Paid up front	15.81	-18%	12.97
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Other Team Sports i.e. rugby, korfbal, lacross, baseball, rounders, hockey, etc are charged at the rates equivalent to Senior Football	Full cost recovery	Paid up front	56.99	0%	56.99
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - American Football is charged at double the equivalent rate for other team sports	Full cost recovery	Paid up front	113.98	0%	113.98
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Cricket Seniors - Local Clubs - Per individual match	Full cost recovery	Paid up front	68.9	10%	75.79

Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Cricket Seniors - Local Clubs - Block booking per game (minimum 10 games)	Full cost recovery	Paid up front	58.55	10%	64.40
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Cricket Seniors - Local Clubs - Shower facilities	Full cost recovery	Paid up front	21.45	10%	23.59
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Cricket Seniors - Other Clubs - Per individual match	Full cost recovery	Paid up front	84.7	10%	93.17
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Cricket Seniors - Other Clubs - Block booking per game (minimum 10 games)	Full cost recovery	Paid up front	71.35	10%	78.48
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Cricket Seniors - Other Clubs - Shower facilities	Full cost recovery	Paid up front	21.45	10%	23.59
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	SPORTS CHARGES - Cricket Juniors - per match	Full cost recovery	Paid up front	16.8	10%	18.48
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	COMMERCIAL EVENTS - Hire of ground per day e.g fairground, circus, corporate events etc.. Up to 500 people	Market price	Paid up front	560.5	10%	616.55
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	COMMERCIAL EVENTS - Hire of ground per day e.g fairground, circus, corporate events etc.. 501-1000 people	Market price	Paid up front	1044.25	10%	1148.40
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	COMMERCIAL EVENTS - Hire of ground per day e.g fairground, circus, corporate events etc.. 1001-2500 people	Market price	Paid up front	5709.75	10%	6281.00
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	COMMERCIAL EVENTS - Hire of ground per day e.g fairground, circus, corporate events etc.. 2501-4000 people	Market price	Paid up front	7110.75	10%	7822.10
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	COMMERCIAL EVENTS - Hire of ground per day e.g fairground, circus, corporate events etc.. 4001-6000 people	Market price	Paid up front	Negotiable based on cost recovery		Negotiable based on cost recovery
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	COMMERCIAL EVENTS - Hire of ground per day e.g fairground, circus, corporate events etc.. 6000+ people	Market price	Paid up front	Negotiable based on cost recovery		Negotiable based on cost recovery
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	COMMERCIAL EVENTS - Site inspection	Full cost recovery	Paid up front	280.8	5%	294.84
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	CHARITY EVENTS - Hire of ground per day e.g fairground, circus, corporate events etc.. Up to 500 people	Market price	Paid up front	156.5	8%	169.40
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	CHARITY EVENTS - Hire of ground per day e.g fairground, circus, corporate events etc.. 501-1000 people	Market price	Paid up front	229	10%	251.90
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	CHARITY EVENTS - Hire of ground per day e.g fairground, circus, corporate events etc.. 1001-2500 people	Market price	Paid up front	568	10%	622.60
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	CHARITY EVENTS - Hire of ground per day e.g fairground, circus, corporate events etc.. 2501-4000 people	Market price	Paid up front	705.75	10%	774.40
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	CHARITY EVENTS - Hire of ground per day e.g fairground, circus, corporate events etc.. 4001-6000 people	Market price	Paid up front	872.5	10%	957.55
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	CHARITY EVENTS - Hire of ground per day e.g fairground, circus, corporate events etc.. 6000+ people	Market price	Paid up front	Negotiable		Negotiable
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Fun Fair Fees Up to 10 rides - Hire fee per day	Market price	Paid up front	702	5%	737.10
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Fun Fair Fees Up to 10 rides - admin fee	Market price	Paid up front	57.25	10%	62.95
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Fun Fair Fees Up to 10 rides - Application Fee	Market price	Paid up front	150	10%	165.00
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Fun Fair Fees Up to 10 rides - non-operational day	Market price	Paid up front	351	5%	368.55
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Fun Fair Fees Up to 10 rides - (when part of a charity event) Hire Fee per day	Market price	Paid up front	319.7	5%	335.68
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Fun Fair Fees Up to 15 rides - Hire fee per day	Market price	Paid up front	810	5%	850.50
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Fun Fair Fees Up to 15 rides - admin fee	Market price	Paid up front	57.25	10%	62.97
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Fun Fair Fees Up to 15 rides - Application Fee	Market price	Paid up front	150	10%	165.00
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Fun Fair Fees Up to 15 rides - non-operational day	Market price	Paid up front	405	5%	425.25
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Fun Fair Fees Up to 15 rides - (when part of a charity event) Hire Fee per day	Market price	Paid up front	319.7	5%	335.68

Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Fun Fair Fees 15+ rides - Hire fee per day	Market price	Paid up front	918	5%	963.90
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Fun Fair Fees 15+ rides - admin fee	Market price	Paid up front	57.25	10%	62.97
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Fun Fair Fees 15+ rides - Application Fee	Market price	Paid up front	150	10%	165.00
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Fun Fair Fees 15+ rides - non-operational day	Market price	Paid up front	486	-1%	481.95
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Fun Fair Fees 15+ rides - (when part of a charity event) Hire Fee per day	Market price	Paid up front	319.7	5%	335.68
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Fun Fair Fees - Site inspection (per occasion)	Full cost recovery	Paid up front	280.8	5%	294.84
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Photography Session (per hour)	Market price	Paid up front	34.55	10%	38.00
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	FRIENDS OF GROUPS EVENTS - Hire of ground per day	Subsidised	Paid up front	40	10%	44.00
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	FRIENDS OF GROUPS EVENTS - Pavilion Hire	Subsidised	Paid up front	121.17	0%	121.17
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Toilets for events - Extra Small and small - Ground Deposit	Market price	Paid up front	77.55	0%	77.55
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Toilets for events - Medium	Market price	Paid up front	225.22	0%	225.22
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Toilets for events - Large	Market price	Paid up front	230.45	0%	230.45
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Toilets for events - Extra Large	Market price	Paid up front	0.00		0.00
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Allotments - No VAT - effective 1st October 2011 - Whole plot 250 M2	Market price	NA	87.75	0%	87.75
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Allotments - No VAT - effective 1st October 2011 - Half plot 125 M2	Market price	NA	43.87	0%	43.87
Sustainable Communities, Regeneration and Economic Recovery	Sports & Greenspaces	Allotments - No VAT - effective 1st October 2011 - Quarter plot 62.5 M2	Market price	NA	21.93	0%	21.93
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Auctions – one off fee	N/A	N/A	254.00	2%	259.1
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Marriage/Civil Partnerships Licence - Room with Premises Licence – 3 yearly - New Application	Full cost recovery	N/A	408.00	2%	416.2
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Marriage/Civil Partnerships Licence – Room with Premises Licence - 3 yearly - Renewal	Full cost recovery	N/A	242.00	2%	246.8
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Marriage/Civil Partnerships Licence – Room with Premises Licence - 3 yearly - Additional rooms added to licence	Full cost recovery	N/A	242.00	2%	246.8
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Marriage/Civil Partnerships Licence - Room without Premises Licence – 3 yearly - New Application	Full cost recovery	N/A	1113.00	2%	1135.3
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Marriage/Civil Partnerships Licence - Room without Premises Licence – 3 yearly - Renewal	Full cost recovery	N/A	670.00	2%	683.4
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Marriage/Civil Partnerships Licence – Room without Premises Licence – 3 yearly - Additional rooms added to licence	Full cost recovery	N/A	241.00	2%	245.8
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Scrap Metal Dealer - Site - New Application	Full cost recovery	N/A	644.00	2%	656.9
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Scrap Metal Dealer - Site - Variation to Licence	Full cost recovery	N/A	316.00	2%	322.3
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Scrap Metal Dealer - Site - Renewal	Full cost recovery	N/A	520.00	2%	530.4
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Scrap Metal Dealer - Collector - New Application	Full cost recovery	N/A	446.00	2%	454.9
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Scrap Metal Dealer - Collector - Variation to Licence	Full cost recovery	N/A	247.00	2%	251.9
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Scrap Metal Dealer - Collector - Renewal	Full cost recovery	N/A	404.00	2%	412.1

Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Sex Establishments – Annual - Whole use – new application	Full cost recovery	N/A	4747.00	2%	4841.9
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Sex Establishments – Annual - Whole use – renewal	Full cost recovery	N/A	2624.00	2%	2676.5
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Sex Establishments – Annual - Whole use – transfer	Full cost recovery	N/A	2624.00	2%	2676.5
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Sex Establishments – Annual - Part use – new application	Full cost recovery	N/A	2506.00	2%	2556.1
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Sex Establishments – Annual - Part use - renewal	Full cost recovery	N/A	1103.00	2%	1125.1
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Sex Establishments – Annual - Part use - transfer	Full cost recovery	N/A	1033.00	2%	1053.7
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Special Treatment Licensing – Annual - New Applications and renewals	Full cost recovery	N/A	439.00	2%	447.8
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Special Treatment Licensing – Add/remove tattooist/body piercer only	Full cost recovery	N/A	56.00	2%	57.1
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Special Treatment Licensing – Annual - Variation to licence	Full cost recovery	N/A	260.00	2%	265.2
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Special Treatment Licensing – Renewal	Full cost recovery	N/A	383.00	2%	390.7
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Special Treatment Licensing – Transfer	Full cost recovery	N/A	254.00	2%	259.1
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Street Trading - Street Designation Order – (one off)	Full cost recovery	N/A	365.00	2%	372.3
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Street Trading - Material Variation to existing license	Full cost recovery	N/A	365.00	2%	372.3
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Street Trading - Temporary licence – Up to 6 months (all areas) pending designation application decision	Full cost recovery	N/A	104.00	2%	106.1
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Street Trading - Temporary Licence 1 day per stall - North End - commercial traders	Full cost recovery	N/A	15.00	2%	15.3
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Street Trading - Temporary Licence 1 day per stall - North End - community events & registered charities	Full cost recovery	N/A	10.00	2%	10.2
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Street Trading - All other street in the borough- Temporary Licence 1 day per stall - all other streets in borough	Full cost recovery	N/A	10.00	2%	10.2
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Street Trading - All other streets in borough -Street Trading Licence - Annual - per sq metre per week(capped at £1,500	Full cost recovery	N/A	2.00	0%	2.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Food Hygeine - Service Charges - Condemnation with visit	Full cost recovery	N/A	144.53	0%	144.53
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Food Hygeine - Service Charges - Condemnation without visit	Full cost recovery	N/A	57.01	0%	57.01
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Food Hygeine - Service Charges - Food Export Certificate (per consignment) with visit	Full cost recovery	N/A	44.00	631%	321.42
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Food Hygeine - Service Charges - Food Export Certificate (per consignment) without visit	Full cost recovery	N/A	44.00	432%	233.89
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Food Hygeine - Rescore	Full cost recovery	N/A	180.86	11%	200.29
Sustainable Communities, Regeneration and Economic Recovery	Highways	STREET SCENE - Vehicle Crossover Application Fee - Successful applicants are charged an additional uplift on contractor's rates for delivery of scheme, circa 40%	Full cost recovery	N/A	150.00	0%	150.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Street Trading - Surrey Street - Street Trading Licence - Annual - Pemanent	Full cost recovery	Annual invoice already gone out for 2022 - look in increase for	95.00	0%	95.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Street Trading - Surrey Street - Street Trading Licence - Casual	Full cost recovery	Annual invoice already gone out for 2022 - look in increase for	20.00	0%	20.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	Street Trading - Surrey Street - Basement Storage Charges - Per week - Annual, Pemanent	Full cost recovery	Annual invoice already gone out for 2022 - look in increase for	46.00	0%	46.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Biannual -New for commercial or outside premises	Full cost recovery	Payment on application	640.00	0%	640.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Biannual - Renewal for commercial or outside premises	Full cost recovery	Payment on application	554.00	0%	554.00

Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Biannual -New for domestic premises	Full cost recovery	Payment on application	547.00	0%	547.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Biannual - Renewal for domestic premises	Full cost recovery	Payment on application	319.00	0%	319.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Annual - Home boarding for Dogs, subject to rating - 1st Application	Full cost recovery	Payment on application	541.00	0%	541.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Annual - Home boarding for Dogs, subject to rating - Renewal	Full cost recovery	Payment on application	504.00	0%	504.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Annual - Dog Day Care, subject to rating - 1st Application	Full cost recovery	Payment on application	559.29	16%	651.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Annual - Dog Day Care, subject to rating - Renewal	Full cost recovery	Payment on application	578.00	0%	578.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Annual - Home boarding for Dogs, subject to rating - 1st Application - FAL	Full cost recovery	N/A	541.00	0%	541.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Annual - Home boarding for Dogs, subject to rating - Renewal - FAL	Full cost recovery	N/A	504.00	0%	504.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Annual - Breeding Dogs with kennels - 1st application	Full cost recovery	N/A	758.00	0%	758.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Annual - Breeding Dogs with kennels - Renewal	Full cost recovery	N/A	672.00	0%	672.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Annual - Breeding Dogs Domestic - 1st Application	Full cost recovery	N/A	672.00	0%	672.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Annual - Breeding Dogs with kennels - Renewal	Full cost recovery	N/A	578.00	0%	578.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Annual - Boarding for dogs and cats mixed - 1st Application	Full cost recovery	N/A	740.00	0%	740.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Annual - Boarding for dogs and cats mixed - Renewal	Full cost recovery	N/A	586.00	0%	586.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Annual - Boarding for dogs and cats single species - 1st Application	Full cost recovery	N/A	648.00	0%	648.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Annual - Boarding for dogs and cats single species - Renewal	Full cost recovery	N/A	571.00	0%	571.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Annual - Selling animals as pets - 1st Application	Full cost recovery	N/A	748.00	0%	748.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Annual - Selling animals as pets - Renewal	Full cost recovery	N/A	672.00	0%	672.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Annual - Hiring out horses - 1st Application	Full cost recovery	N/A	221.00	0%	221.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Annual - Hiring out horses - Renewal	Full cost recovery	N/A	221.00	0%	221.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Annual - Keeping or training animals for exhibition- 1st Application	Full cost recovery	N/A	607.00	0%	607.00
Sustainable Communities, Regeneration and Economic Recovery	Community Safety & Protection	LICENCES/PERMITS Animal Licensing – Annual - Keeping or training animals for exhibition- renewal	Full cost recovery	N/A	531.00	0%	531.00
Sustainable Communities, Regeneration and Economic Recovery	Planning	ADOPTED DEVELOPMENT PLAN DOCUMENTS (Large) E.G. UNITARY DEVELOPMENT PLAN, Conservation area appraisals. ALL DOCUMENTS ARE AVAILABLE ON CROYDON COUNCIL'S WEBSITE. THESE FEES ARE FOR PRINTING, POSTAGE AND PACKAGING OF A SPECIFIC DOCUMENT	Full cost recovery	N/A	100.00	20%	120.00
Sustainable Communities, Regeneration and Economic Recovery	Planning	ADOPTED SUPPLEMENTARY PLANNING DOCUMENTS (Large) e.g. Masterplans ALL DOCUMENTS ARE AVAILABLE ON CROYDON COUNCIL'S WEBSITE. THESE FEES ARE FOR PRINTING, POSTAGE AND PACKAGING OF A SPECIFIC	Full cost recovery	N/A	40.00	20%	48.00
Sustainable Communities, Regeneration and Economic Recovery	Planning	ADOPTED SUPPLEMENTARY PLANNING DOCUMENTS (Small) e.g. PGN1	Full cost recovery	N/A	10.00	20%	12.00
Sustainable Communities, Regeneration and Economic Recovery	Planning	DUTY PLANNER SERVICE	Full cost recovery	N/A	80.00	20%	96.00
Sustainable Communities, Regeneration and Economic Recovery	Planning	PRE-APPLICATION ADVICE - CORRESPONDENCE SERVICE	Full cost recovery	N/A	200.00	20%	240.00
Sustainable Communities, Regeneration and Economic Recovery	Planning	PRE APPLICATION MEETING SERVICE FEES - Service Level B *	Full cost recovery	N/A	1000.00	20%	1200.00
Sustainable Communities, Regeneration and Economic Recovery	Planning	PRE APPLICATION MEETING SERVICE FEES - Service Level C *	Full cost recovery	N/A	2000.00	20%	2400.00

Sustainable Communities, Regeneration and Economic Recovery	Planning	PRE APPLICATION MEETING SERVICE FEES - Service Level D *	Full cost recovery	N/A	350.00	10%	385.00
Sustainable Communities, Regeneration and Economic Recovery	Planning	PRE APPLICATION MEETING SERVICE FEES - Service Level F (Specialist Services - Trees) *	Full cost recovery	N/A	200.00	20%	240.00
Sustainable Communities, Regeneration and Economic Recovery	Planning	PRE APPLICATION MEETING SERVICE FEES - Service Level G (Specialist Services - Heritage) *	Full cost recovery	N/A	500.00	20%	600.00
Sustainable Communities, Regeneration and Economic Recovery	Planning	DEVELOPMENT TEAM SERVICE INCL VAT Inception Meeting	Full cost recovery	N/A	4500.00	20%	5400.00
Sustainable Communities, Regeneration and Economic Recovery	Planning	DEVELOPMENT TEAM SERVICE INCL VAT Subsequent Meetings	Full cost recovery	N/A	2000.00	20%	2400.00
Sustainable Communities, Regeneration and Economic Recovery	Planning	DEVELOPMENT TEAM SERVICE INCL VAT Planning Committee Presentations	Full cost recovery	N/A	3000.00	20%	3600.00
Sustainable Communities, Regeneration and Economic Recovery	Planning	PLANNING ENQUIRIES LETTER £30.64	Statutory	N/A	30.64	5%	32.18
Sustainable Communities, Regeneration and Economic Recovery	Planning	PLANNING ENQUIRIES LETTER INVOLVING HISTORY RESEARCH £56.17	Statutory	N/A	56.17	5%	58.98
Sustainable Communities, Regeneration and Economic Recovery	Planning	COPY OF A DECISION NOTICE OR AN APPEAL DECISION NOTICE £10.21	Statutory	N/A	10.21	5%	10.72
Sustainable Communities, Regeneration and Economic Recovery	Planning	COPY OF A PLAN - A3 OR A4 £2.04	Statutory	N/A	2.04	5%	2.15
Sustainable Communities, Regeneration and Economic Recovery	Planning	COPY OF A PLAN - A2 AND ABOVE £9.49	Statutory	N/A	9.49	5%	9.97
Sustainable Communities, Regeneration and Economic Recovery	Planning	COPY OF A TREE PRESERVATION ORDER £32.68	Statutory	N/A	32.68	5%	34.31
Sustainable Communities, Regeneration and Economic Recovery	Planning	COPY OF SECTION 106 AGREEMENT £32.68	Statutory	N/A	32.68	5%	34.31
Sustainable Communities, Regeneration and Economic Recovery	Planning	COPY OF ENFORCEMENT NOTICE £32.68	Statutory	N/A	32.68	5%	34.31
Sustainable Communities, Regeneration and Economic Recovery	Planning	CONTAMINATED LAND HISTORICAL SITE INVESTIGATIONS	Statutory	N/A	50.00	5%	52.50
Sustainable Communities, Regeneration and Economic Recovery	Planning	HOURLY (OR PART THEREOF) CHARGE FOR RESEARCH	Statutory	N/A	40.00	5%	42.00
Sustainable Communities, Regeneration and Economic Recovery	Planning	PHOTOCOPIING FIRST PAGE	Statutory	N/A	2.00	5%	2.10
Sustainable Communities, Regeneration and Economic Recovery	Planning	SECOND AND SUBSEQUENT PAGES	Statutory	N/A	0.20	0%	0.20
Sustainable Communities, Regeneration and Economic Recovery	Building Control	Full Plans Application INSPECTION FEES TYPE 1 Erection or extension of a detached or attached building which consists of a garage or car port or both, having a floor area not exceeding 40m ² in total and intended to be used in common with an existing building and which is not an 'exempt building'.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on application)			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	Full Plans Application INSPECTION FEES TYPE 2 Erection or extension of a detached or attached building which consists of a garage or car port or both, having a floor area exceeding 40m ² but not exceeding 60m ² in total and intended to be used in common with an existing building.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	Full Plans Application INSPECTION FEES TYPE 3 Single Storey extension of a dwelling, the total area of which does not exceed 10m ² including means of access and work in connection with that extension.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	Full Plans Application INSPECTION FEES TYPE 4 Single Storey Extension OR Loft Conversion to a dwelling the total floor area of which exceeds 10m ² but does not exceed 60m ² including means of access and work in connection with that extension.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	Full Plans Application INSPECTION FEES TYPE 5 Two Storey extension OR Single Storey extension and a Loft Conversion to a dwelling the total floor area of which exceeds 10m ² but does not exceed 60m ² including means of access and work in connection with that extension.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			

Sustainable Communities, Regeneration and Economic Recovery	Building Control	Full Plans Application INSPECTION FEES TYPE 6 Any other combination of Extension and/or Loft Conversion which does not exceed 100m2 including means of access and work in connection with that extension.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	(CERTAIN SMALL BUILDING & DOMESTIC EXTENSION) BUILDING NOTICE APPLICATION FEES TYPE 1 Erection or extension of a detached or attached building which consists of a garage or car port or both, having a floor area not exceeding 40m ² in total and intended to be used in common with an existing building and which is not an 'exempt building'.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	(CERTAIN SMALL BUILDING & DOMESTIC EXTENSION) BUILDING NOTICE APPLICATION FEES TYPE 2 Erection or extension of a detached or attached building which consists of a garage or car port or both, having a floor area exceeding 40m ² but not exceeding 60m ² in total and intended to be used in common with an existing building.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	(CERTAIN SMALL BUILDING & DOMESTIC EXTENSION) BUILDING NOTICE APPLICATION FEES TYPE 3 Single Storey extension of a dwelling, the total area of which does not exceed 10m2 including means of access and work in connection with that extension.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	(CERTAIN SMALL BUILDING & DOMESTIC EXTENSION) BUILDING NOTICE APPLICATION FEES TYPE 4 Single Storey Extension OR Loft Conversion to a dwelling the total floor area of which exceeds 10m2 but does not exceed 60m2 including means of access and work in connection with that extension.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	(CERTAIN SMALL BUILDING & DOMESTIC EXTENSION) BUILDING NOTICE APPLICATION FEES TYPE 5 Two Storey extension OR Single Storey extension and a Loft Conversion to a dwelling the total floor area of which exceeds 10m2 but does not exceed 60m2 including means of access and work in connection with that extension.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	(CERTAIN SMALL BUILDING & DOMESTIC EXTENSION) BUILDING NOTICE APPLICATION FEES TYPE 6 Any other combination of Extension and/or Loft Conversion which does not exceed 100m2 including means of access and work in connection with that extension.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	(CERTAIN SMALL BUILDING & DOMESTIC EXTENSION) FULL PLANS APPLICATION PLAN FEE TYPE 1 Erection or extension of a detached or attached building which consists of a garage or car port or both, having a floor area not exceeding 40m ² in total and intended to be used in common with an existing building and which is not an 'exempt building'.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	(CERTAIN SMALL BUILDING & DOMESTIC EXTENSION) FULL PLANS APPLICATION PLAN FEE TYPE 2 Erection or extension of a detached or attached building which consists of a garage or car port or both, having a floor area exceeding 40m ² but not exceeding 60m ² in total and intended to be used in common with an existing building.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	(CERTAIN SMALL BUILDING & DOMESTIC EXTENSION) FULL PLANS APPLICATION PLAN FEE TYPE 3 Single Storey extension of a dwelling, the total area of which does not exceed 10m2 including means of access and work in connection with that extension.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	(CERTAIN SMALL BUILDING & DOMESTIC EXTENSION) FULL PLANS APPLICATION PLAN FEE TYPE 4 Single Storey Extension OR Loft Conversion to a dwelling the total floor area of which exceeds 10m2 but does not exceed 60m2 including means of access and work in connection with that extension.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	(CERTAIN SMALL BUILDING & DOMESTIC EXTENSION) FULL PLANS APPLICATION PLAN FEE TYPE 5 Two Storey extension OR Single Storey extension and a Loft Conversion to a dwelling the total floor area of which exceeds 10m2 but does not exceed 60m2 including means of access and work in connection with that extension.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	(CERTAIN SMALL BUILDING & DOMESTIC EXTENSION) FULL PLANS APPLICATION PLAN FEE TYPE 6 Any other combination of Extension and/or Loft Conversion which does not exceed 100m2 including means of access and work in connection with that extension.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	NEW DOMESTIC DWELLINGS - INSPECTION FEE UNDER 300M SQ AND UP TO 3 STOREYS - 1 DWELLING -	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	NEW DOMESTIC DWELLINGS - INSPECTION FEE UNDER 300M SQ AND UP TO 3 STOREYS - 2 DWELLINGS -	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	NEW DOMESTIC DWELLINGS - INSPECTION FEE UNDER 300M SQ AND UP TO 3 STOREYS - 3 DWELLINGS -	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			

Sustainable Communities, Regeneration and Economic Recovery	Building Control	NEW DOMESTIC DWELLINGS - Plan Fee - UNDER 300 M SQ AND UP TO 3 STOREYS - 15 DWELLINGS	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	NEW DOMESTIC DWELLINGS - Plan Fee - UNDER 300 M SQ AND UP TO 3 STOREYS - 16 DWELLINGS	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	NEW DOMESTIC DWELLINGS - Plan Fee - UNDER 300 M SQ AND UP TO 3 STOREYS - 17 DWELLINGS	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	NEW DOMESTIC DWELLINGS - Plan Fee - UNDER 300 M SQ AND UP TO 3 STOREYS - 18 DWELLINGS	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	NEW DOMESTIC DWELLINGS - Plan Fee - UNDER 300 M SQ AND UP TO 3 STOREYS - 19 DWELLINGS	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	NEW DOMESTIC DWELLINGS - Plan Fee - UNDER 300 M SQ AND UP TO 3 STOREYS - 20 DWELLINGS	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	NEW DOMESTIC DWELLINGS - Plan Fee - UNDER 300 M SQ AND UP TO 3 STOREYS - 21 dwellings and over - can be obtained by telephone	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - FULL PLANS APPLICATION - SITE INSPECTION FEE - £5001 - 10000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - FULL PLANS APPLICATION - SITE INSPECTION FEE - £10001 - 20000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - FULL PLANS APPLICATION - SITE INSPECTION FEE - £20001 - 40000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	SITE INSPECTION FEE - OTHER WORKS OTHER WORKS - FULL PLANS APPLICATION - SITE INSPECTION FEE - £40001 - 60000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - FULL PLANS APPLICATION - SITE INSPECTION FEE - £60001 - 80000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - FULL PLANS APPLICATION - SITE INSPECTION FEE - £80001 - 100000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - FULL PLANS APPLICATION - SITE INSPECTION FEE - - Fees for over £100,000 can be obtained by telephone, as the formula changes with every £10,000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - FULL PLANS APPLICATION - PLAN FEE - £0-1000 (Includes Inspection Fee)	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - FULL PLANS APPLICATION - PLAN FEE - £1001-5000 (Includes Inspection Fee)	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			

Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - FULL PLANS APPLICATION - PLAN FEE - £5001 - 10000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - FULL PLANS APPLICATION - PLAN FEE - £10001 - 20000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - FULL PLANS APPLICATION - PLAN FEE - £20001 - 40000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - FULL PLANS APPLICATION - PLAN FEE - £40001 - 60000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - FULL PLANS APPLICATION - PLAN FEE - £60001 - 80000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - FULL PLANS APPLICATION - PLAN FEE - £80001 - 100000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - BUILDING NOTICE FEE - £0-1000 (Includes Inspection Fee)	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - BUILDING NOTICE FEE - £1001 - 5000 (Includes Inspection Fee)	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - BUILDING NOTICE FEE - £5001 - 10000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - BUILDING NOTICE FEE - £10001 - 20000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - BUILDING NOTICE FEE - £20001 - 40000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - BUILDING NOTICE FEE - £40001 - 60000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - BUILDING NOTICE FEE - £60001 - 80000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - BUILDING NOTICE FEE - £80001 - 100000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	OTHER WORKS - BUILDING NOTICE FEE - Fees for over £100,000 can be obtained by telephone, as the formula changes with every £10,000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	REGULARISATION (NEW DOMESTIC DWELLINGS) UNDER 300M SQ AND UP TO 3 STOREYS - 1 DWELLING	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			

Sustainable Communities, Regeneration and Economic Recovery	Building Control	REGULARISATION (NEW DOMESTIC DWELLINGS) UNDER 300M SQ AND UP TO 3 STOREYS - 18 DWELLINGS	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	REGULARISATION (NEW DOMESTIC DWELLINGS) UNDER 300M SQ AND UP TO 3 STOREYS - 19 DWELLINGS	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	REGULARISATION (NEW DOMESTIC DWELLINGS) UNDER 300M SQ AND UP TO 3 STOREYS - 20 DWELLINGS	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	REGULARISATION (NEW DOMESTIC DWELLINGS) UNDER 300M SQ AND UP TO 3 STOREYS - 21 dwellings and over - can be obtained by telephone	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	REGULARISATION (CERTAIN SMALL BUILDING & DOMESTIC EXTENSION) TYPE 1 Erection or extension of a detached or attached building which consists of a garage or car port or both, having a floor area not exceeding 40m ² in total and intended to be used in common with an existing building and which is not an 'exempt building'.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	REGULARISATION (CERTAIN SMALL BUILDING & DOMESTIC EXTENSION) TYPE 2 Erection or extension of a detached or attached building which consists of a garage or car port or both, having a floor area exceeding 40m ² but not exceeding 60m ² in total and intended to be used in common with an existing building.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	REGULARISATION (CERTAIN SMALL BUILDING & DOMESTIC EXTENSION) TYPE 3 Erection or extension of a detached or attached building which consists of a garage or car port or both, having a floor area exceeding 40m ² but not exceeding 60m ² in total and intended to be used in common with an existing building.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	REGULARISATION (CERTAIN SMALL BUILDING & DOMESTIC EXTENSION) TYPE 4 Single Storey Extension OR Loft Conversion to a dwelling the total floor area of which exceeds 10m ² but does not exceed 60m ² including means of access and work in connection with that extension.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	REGULARISATION (CERTAIN SMALL BUILDING & DOMESTIC EXTENSION) TYPE 5 Two Storey extension OR Single Storey extension and a Loft Conversion to a dwelling the total floor area of which exceeds 10m ² but does not exceed 60m ² including means of access and work in connection with that extension.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	REGULARISATION (CERTAIN SMALL BUILDING & DOMESTIC EXTENSION) TYPE 6 Any other combination of Extension and/or Loft Conversion which does not exceed 100m ² including means of access and work in connection with that extension.	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	REGULARISATION (OTHER WORK) £0 - 1000 (Includes Inspection Fee)	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	REGULARISATION (OTHER WORK) £1001 - 5000 (Includes Inspection Fee)	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	REGULARISATION (OTHER WORK) £5001 - 10000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	REGULARISATION (OTHER WORK) £10001 - 20000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	REGULARISATION (OTHER WORK) £20001 - 40000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	REGULARISATION (OTHER WORK) £40001 - 60000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			

Sustainable Communities, Regeneration and Economic Recovery	Building Control	REGULARISATION (OTHER WORK) £60001 - 80000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	REGULARISATION (OTHER WORK) £80001 - £100000	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	REGULARISATION (OTHER WORK) - For Fees over £100,000 please telephone 020 8760 5637	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	Building Notice/Full Plans - Fixed Fee Items - Installation of Solar PV or Solar HW (or similar) & VAT	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	Building Notice/Full Plans - Fixed Fee Items - Installation of a Consumer Unit & VAT	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	Building Notice/Full Plans - Fixed Fee Items - Installation of Double Glazed Units	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	Building Notice/Full Plans - Fixed Fee Items - Installation of Boiler/Unvented - HW Cylinder (or similar) & VAT	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	Building Notice/Full Plans - Fixed Fee Items - Minor Electrical Works & VAT	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	Building Notice/Full Plans - Fixed Fee Items - External thermal Upgrade	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Building Control	Building Notice/Full Plans - Fixed Fee Items - Domestic Re-Roofing < £10,000 & VAT	Market price	Payment with application - client has choice of payment up front, or to be invoiced (depending on			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	ERECTION OF DWELLING HOUSES (OUTLINE APPLICATIONS) IF SITE AREA DOES NOT EXCEED 2.5 HECTARES, £462 FOR EACH 0.1 HECTARE OF THE SITE AREA	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	ERECTION OF DWELLING HOUSES (OUTLINE APPLICATIONS) IF SITE AREA EXCEEDS 2.5 HECTARES, £11,432 + £138 FOR EACH 0.1 HECTARE IN EXCESS OF 2.5 HECTARES, SUBJECT TO A MAXIMUM OF £150,000	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	ERECTION OF DWELLING HOUSES IN OTHER CASES - FULL APPLICATIONS WHERE THE NUMBER OF DWELLINGHOUSES TO BE CREATED BY THE DEVELOPMENT IS 50 OR FEWER, £462 FOR EACH DWELLINGHOUSE	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	ERECTION OF DWELLING HOUSES IN OTHER CASES - FULL APPLICATIONS WHERE THE NUMBER OF DWELLING HOUSES TO BE CREATED BY THE DEVELOPMENT EXCEEDS 50, £22,859, AND AN ADDITIONAL £138 FOR EACH DWELLINGHOUSE IN EXCESS OF 50 DWELLINGHOUSES, SUBJECT TO A MAXIMUM IN TOTAL OF £300,000	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	THE ERECTION OF BUILDINGS (OTHER) WHERE THE APPLICATION IS FOR OUTLINE PLANNING PERMISSION AND- THE SITE AREA DOES NOT EXCEED 2.5 HECTARES, £462 FOR EACH 0.1 HECTARE OF THE SITE AREA	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	THE ERECTION OF BUILDINGS (OTHER) WHERE THE APPLICATION IS FOR OUTLINE PLANNING PERMISSION AND-IF SITE AREA EXCEEDS 2.5 HECTARES, £11,432.00 + £138 FOR EACH 0.1 HECTARE IN EXCESS OF 2.5 HECTARES, SUBJECT TO A MAXIMUM IN TOTAL OF £150,000	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	WHERE THERE IS NO INCREASE IN FLOOR SPACE TO BE CREATED BY THE DEVELOPMENT £234.00	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	WHERE THE AREA OF GROSS FLOOR SPACE TO BE CREATED BY THE DEVELOPMENT IS NO MORE THAN 40 SQ METRES £234	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	WHERE THE AREA OF GROSS FLOOR SPACE TO BE CREATED BY THE DEVELOPMENT EXCEEDS 40 SQ METRES BUT DOES NOT EXCEED 75 SQ METRES, £462	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	WHERE THE AREA OF GROSS FLOOR SPACE TO BE CREATED BY THE DEVELOPMENT EXCEEDS 75 SQ METRES BUT DOES NOT EXCEED 3750 SQ METRES, £462 FOR EACH 75 SQUARE METRES OR PART THEREOF	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	WHERE THE AREA OF GROSS FLOOR SPACE TO BE CREATED BY THE DEVELOPMENT EXCEEDS 3750 SQ METRES, £22,859, AND AN ADDITIONAL £138 FOR EACH 75 SQ METRES IN EXCESS OF 3750 SQUARE METRES, SUBJECT TO A MAXIMUM IN TOTAL	Statutory	Payment with application			

Sustainable Communities, Regeneration and Economic Recovery	Planning Control	THE ERECTION ON LAND USED FOR THE PURPOSES OF AGRICULTURE, OF BUILDINGS TO BE USED FOR AGRICULTURAL PURPOSES WHERE THE AREA OF GROSS FLOOR SPACE TO BE CREATED BY THE DEVELOPMENT DOES NOT EXCEED 465 SQUARE METRES. £96	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	THE ERECTION ON LAND USED FOR THE PURPOSES OF AGRICULTURE, OF BUILDINGS TO BE USED FOR AGRICULTURAL PURPOSES WHERE THE AREA OF GROSS FLOOR SPACE TO BE CREATED BY THE DEVELOPMENT EXCEEDS 465 SQUARE METRES BUT DOES NOT EXCEED 540 SQUARE METRES, £462.00	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	THE ERECTION ON LAND USED FOR THE PURPOSES OF AGRICULTURE, OF BUILDINGS TO BE USED FOR AGRICULTURAL PURPOSES WHERE THE AREA OF GROSS FLOOR SPACE TO BE CREATED BY THE DEVELOPMENT EXCEEDS 540 SQUARE METRES BUT DOES NOT EXCEED 4215 SQUARE METRES, £462 FOR THE FIRST 540 SQ METRES, AND AN ADDITIONAL £462 FOR EACH 75 SQUARE METRES(OR PART THEREOF) IN EXCESS OF 540 SQUARE METRES.	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	THE ERECTION ON LAND USED FOR THE PURPOSES OF AGRICULTURE, OF BUILDINGS TO BE USED FOR AGRICULTURAL PURPOSES WHERE THE AREA OF GROSS FLOOR SPACE TO BE CREATED BY THE DEVELOPMENT EXCEEDS 4215 SQUARE METERS, £22,859, AND AN ADDITIONAL £138 FOR EACH 75 SQUARE METRES (OR PART THEREOF) IN EXCESS OF 4215 SQUARE METRES. SUBJECT TO A MAXIMUM IN	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	THE ERECTION OF GLASSHOUSES ON LAND USED FOR THE PURPOSES OF AGRICULTURE WHERE THE AREA OF GROSS FLOOR SPACE TO BE CREATED BY THE DEVELOPMENT DOES NOT EXCEED 465 SQUARE METRES. £96	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	THE ERECTION OF GLASSHOUSES ON LAND USED FOR THE PURPOSES OF AGRICULTURE WHERE THE AREA OF GROSS FLOOR SPACE TO BE CREATED BY THE DEVELOPMENT EXCEEDS 465 SQUARE METRES. £2,580	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	THE ERECTION, ALTERATION OR REPLACEMENT OF PLANT OR MACHINERY	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	THE ERECTION, ALTERATION OR REPLACEMENT OF PLANT OR MACHINERY WHERE THE SITE AREA DOES NOT EXCEED 5 HECTARES £462 FOR EACH 0.1 HECTARE OF THE SITE AREA OR PART THEREOF	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	THE ERECTION, ALTERATION OR REPLACEMENT OF PLANT OR MACHINERY WHERE THE SITE AREA EXCEEDS 5 HECTARES, £22,859, AND AN ADDITIONAL £138 FOR EACH 0.1 HECTARE (OR PART THEREOF) IN EXCESS OF 5 HECTARES, SUBJECT TO A MAXIMUM OF £300,000	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	THE ENLARGEMENT, IMPROVEMENT OR OTHER ALTERATION OF EXISTING DWELLING HOUSES WHERE THE APPLICATION RELATES TO ONE DWELLING HOUSE, £206	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	THE ENLARGEMENT, IMPROVEMENT OR OTHER ALTERATION OF EXISTING DWELLING HOUSES WHERE THE APPLICATION RELATES TO TWO OR MORE DWELLING HOUSES, £407	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	THE ENLARGEMENT, IMPROVEMENT OR OTHER ALTERATION OF EXISTING DWELLING HOUSES THE CARRYING OUT OF OPERATIONS(INCLUDING THE ERECTION OF A BUILDING) WITHIN THE CURTILAGE OF AN EXISTING DWELLING HOUSE FOR PURPOSES ANCILLARY TO THE ENJOYMENT OF THE DWELLING HOUSE AS SUCH, OR THE ERECTION OR CONSTRUCTION OF GATES, FENCES, WALLS OR THE M	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	THE CARRYING OUT OF OPERATIONS CONNECTED WITH EXPLORATORY DRILLING FOR OIL OR NATURAL GAS WHERE THE SITE AREA DOES NOT EXCEED 7.5 HECTARES, £508 FOR EACH 0.1 HECTARE OF THE SITE AREA (OR PART THEREOF)	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	THE CARRYING OUT OF OPERATIONS CONNECTED WITH EXPLORATORY DRILLING FOR OIL OR NATURAL GAS WHERE THE SITE AREA EXCEEDS 7.5 HECTARES, £38,070 AND AN ADDITIONAL £151 FOR EACH 0.1 HECTARE (OR PART THEREOF) IN EXCESS OF 7.5 HECTARES. SUBJECT TO A	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	IN THE CASE OF OPERATIONS FOR THE WINNING AND WORKING OF MINERALS WHERE THE SITE AREA DOES NOT EXCEED 15 HECTARES, £234 FOR EACH 0.1 HECTARE OF THE SITE AREA (OR PART THEREOF)	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	IN THE CASE OF OPERATIONS FOR THE WINNING AND WORKING OF MINERALS WHERE THE SITE EXCEEDS 15 HECTARES, £34,934 AND AN ADDITIONAL £138 FOR EACH 0.1 HECTARE IN EXCESS OF 15 HECTARES. SUBJECT TO A	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	IN THE CASE OF OPERATIONS FOR THE WINNING AND WORKING OF OIL OR NATURAL GAS WHERE THE SITE AREA DOES NOT EXCEED 15 HECTARES, £257 FOR EACH 0.1 HECTARE OF THE SITE AREA (OR PART THEREOF)	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	IN THE CASE OF OPERATIONS FOR THE WINNING AND WORKING OF OIL OR NATURAL GAS WHERE THE SITE EXCEEDS 15 HECTARES, £38,520 AND AN ADDITIONAL £151 FOR EACH 0.1 HECTARE IN EXCESS OF 15 HECTARES, SUBJECT TO A MAXIMUM IN TOTAL OF £78,000	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	IN THE CASE OF OPERATIONS FOR THE WINNING AND WORKING OF OIL OR NATURAL GAS IN ANY OTHER CASE, £234 FOR EACH 0.1 HECTARE OF THE SITE AREA (OR PART THEREOF), SUBJECT TO A MAXIMUM OF £2028	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	USES OF LAND - THE CHANGE OF USE OF A BUILDING TO USE AS ONE OR MORE SEPARATE DWELLING HOUSES WHERE THE CHANGE OF USE IS FROM A PREVIOUS USE AS A SINGLE DWELLING HOUSE TO USE AS TWO HOUSES £462.	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	USES OF LAND - THE CHANGE OF USE OF A BUILDING TO USE AS ONE OR MORE SEPARATE DWELLING HOUSES WHERE THE CHANGE OF USE IS FOR NOT MORE THAN 50 DWELLING HOUSES, £462 FOR EACH ONE	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	USES OF LAND - THE CHANGE OF USE OF A BUILDING TO USE AS ONE OR MORE SEPARATE DWELLING HOUSES WHERE THE CHANGE OF USE IS TO USE AS MORE THAN 50 DWELLINGHOUSES £22,859 AND AN ADDITIONAL £138 FOR EACH DWELLINGHOUSE IN EXCESS OF 50 DWELLINGHOUSES, SUBJECT TO A MAXIMUM IN TOTAL OF £300,000	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	USES OF LAND - CAR PARKS, SERVICE ROADS OR OTHER ACCESSES FOR EXISTNG USES £234	Statutory	Payment with application			

Sustainable Communities, Regeneration and Economic Recovery	Planning Control	USES OF LAND - THE USE OF LAND FOR THE DISPOSAL OF REFUSE OR WASTE MATERIALS OR FOR THE DEPOSIT OF MATERIAL REMAINING AFTER EXTRACTION OF STORAGE OF MINERALS WHERE THE SITE AREA DOES NOT EXCEED 15 HECTARES, £234 FOR EACH 0.1 HECTARE OF THE SITE AREA (OR PART THEREOF)	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	USES OF LAND - THE USE OF LAND FOR THE DISPOSAL OF REFUSE OR WASTE MATERIALS OR FOR THE DEPOSIT OF MATERIAL REMAINING AFTER EXTRACTION OF STORAGE OF MINERALS WHERE THE SITE AREA EXCEEDS 15 HECTARES, £34,934, AND AN ADDITIONAL £138 FOR EACH 0.1 HECTARE (OR PART THEREOF) IN EXCESS OF 15 HECTARES, SUBJECT TO A MAXIMUM OF £78,000	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	USES OF LAND - THE MAKING OF A MATERIAL CHANGE IN THE USE OF A BUILDING OR LAND (OTHER THAN A MATERIAL CHANGE USE COMING WITHIN ANY OF THE ABOVE CATEGORIES) £462	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	APPLICATION FOR REMOVAL OR VARIATION OF CONDITION FOLLOWING GRANT OF PLANNING PERMISSION	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	AN APPLICATION TO DISCHARGE A PLANNING CONDITION - IN THE CASE OF A HOUSEHOLDER	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	AN APPLICATION TO DISCHARGE A PLANNING CONDITION - IN ANY OTHER CASE	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	AN APPLICATION FOR A NON MATERIAL CHANGE TO A PLANNING PERMISSION - IN THE CASE OF A HOUSEHOLDER	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	AN APPLICATION FOR A NON MATERIAL CHANGE TO A PLANNING PERMISSION - IN ANY OTHER CASE	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	GENERAL REGULATIONS 1992 - APPLICATIONS FOR A DETERMINATION AS TO WHETHER THE PRIOR APPROVAL OF THE PLANNING AUTHORITY WILL BE REQUIRED - AGRICULTURAL AND FORESTRY BUILDINGS & OPERATIONS	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	GENERAL REGULATIONS 1992 - APPLICATIONS FOR A DETERMINATION AS TO WHETHER THE PRIOR APPROVAL OF THE PLANNING AUTHORITY WILL BE REQUIRED - COMMUNICATIONS (PREVIOUSLY REFERRED TO AS TELECOMMUNICATION CODE SYSTEMS OPERATORS)	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	GENERAL REGULATIONS 1992 - APPLICATIONS FOR A DETERMINATION AS TO WHETHER THE PRIOR APPROVAL OF THE PLANNING AUTHORITY WILL BE REQUIRED - PROPOSED CHANGE OF USE TO STATE FUNDED SCHOOL OR REGISTERED	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	GENERAL REGULATIONS 1992 - APPLICATIONS FOR A DETERMINATION AS TO WHETHER THE PRIOR APPROVAL OF THE PLANNING AUTHORITY WILL BE REQUIRED - PROPOSED CHANGE OF USE OF AGRICULTURAL BUILDING TO A STATE-FUNDED SCHOOL OR REGISTERED NURSERY	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	GENERAL REGULATIONS 1992 - APPLICATIONS FOR A DETERMINATION AS TO WHETHER THE PRIOR APPROVAL OF THE PLANNING AUTHORITY WILL BE REQUIRED - PROPOSED CHANGE OF USE OF AGRICULTURAL BUILDING TO A FLEXIBLE USE WITHIN SHOPS, FINANCIAL AND PROFESSIONAL SERVICES, RESTAURANTS/CAFES, BUSINESS, STORAGE AND DISTRIBUTION, HOTELS OR ASSEMBLY OR LEISURE	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	GENERAL REGULATIONS 1992 - APPLICATIONS FOR A DETERMINATION AS TO WHETHER THE PRIOR APPROVAL OF THE PLANNING AUTHORITY WILL BE REQUIRED - PROPOSED CHANGE OF USE OF A BUILDING FROM OFFICE (USE CLASS B1) TO A USE FALLING WITHIN USE CLASS C3 (DWELLINGHOUSE)	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	GENERAL REGULATIONS 1992 - APPLICATIONS FOR A DETERMINATION AS TO WHETHER THE PRIOR APPROVAL OF THE PLANNING AUTHORITY WILL BE REQUIRED - PROPOSED CHANGE OF USE OF AGRICULTURAL BUILDING TO A STATE DWELLINGHOUSE (USE CLASS C3) WHERE THERE ARE NO ASSOCIATED BUILDING OPERATIONS	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	GENERAL REGULATIONS 1992 - APPLICATIONS FOR A DETERMINATION AS TO WHETHER THE PRIOR APPROVAL OF THE PLANNING AUTHORITY WILL BE REQUIRED - PROPOSED CHANGE OF USE OF AGRICULTURAL BUILDING TO A STATE DWELLINGHOUSE (USE CLASS C3) AND ASSOCIATED BUILDING OPERATIONS	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	GENERAL REGULATIONS 1992 - APPLICATIONS FOR A DETERMINATION AS TO WHETHER THE PRIOR APPROVAL OF THE PLANNING AUTHORITY WILL BE REQUIRED - PROPOSED CHANGE OF USE OF A BUILDING FROM A RETAIL (USE CLASS A1 OR A2) USE OR A MIXED RETAIL AND RESIDENTIAL USE TO A USE FALLING WITHIN USE CLASS C3 (DWELLINGHOUSE) WHERE THERE ARE NO ASSOCIATED BUILDING OPERATIONS	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	GENERAL REGULATIONS 1992 - APPLICATIONS FOR A DETERMINATION AS TO WHETHER THE PRIOR APPROVAL OF THE PLANNING AUTHORITY WILL BE REQUIRED - PROPOSED CHANGE OF USE OF A BUILDING FROM A RETAIL (USE CLASS A1 OR A2) USE OR A MIXED RETAIL AND RESIDENTIAL USE TO A USE FALLING WITHIN USE CLASS C3 (DWELLINGHOUSE) AND ASSOCIATED BUILDING OPERATIONS	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	GENERAL REGULATIONS 1992 - APPLICATIONS FOR A DETERMINATION AS TO WHETHER THE PRIOR APPROVAL OF THE PLANNING AUTHORITY WILL BE REQUIRED - NOTIFICATION FOR PRIOR APPROVAL FOR A CHANGE OF USE FROM STORAGE AND DISTRIBUTION BUILDING (CLASS B8) AND ANY LAND WITHIN ITS CURTILAGE TO DWELLINGHOUSES (CLASS	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	GENERAL REGULATIONS 1992 - APPLICATIONS FOR A DETERMINATION AS TO WHETHER THE PRIOR APPROVAL OF THE PLANNING AUTHORITY WILL BE REQUIRED - NOTIFICATION FOR PRIOR APPROVAL FOR A CHANGE OF USE FROM AMUSEMENT ARCADES/CENTRES AND CASINOS (SUI GENERIS USES) AND ANY LAND WITHIN ITS CURTILAGE TO	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	GENERAL REGULATIONS 1992 - APPLICATIONS FOR A DETERMINATION AS TO WHETHER THE PRIOR APPROVAL OF THE PLANNING AUTHORITY WILL BE REQUIRED - NOTIFICATION FOR PRIOR APPROVAL FOR A CHANGE OF USE FROM AMUSEMENT ARCADES/CENTRES AND CASINOS (SUI GENERIS USES) AND ANY LAND WITHIN ITS CURTILAGE TO DWELLINGHOUSES (CLASS C3) AND ANY ASSOCIATED	Statutory	Payment with application			

Sustainable Communities, Regeneration and Economic Recovery	Planning Control	GENERAL REGULATIONS 1992 - APPLICATIONS FOR A DETERMINATION AS TO WHETHER THE PRIOR APPROVAL OF THE PLANNING AUTHORITY WILL BE REQUIRED - NOTIFICATION FOR PRIOR APPROVAL FOR A CHANGE OF USE FROM SHOPS (CLASS A1), FINANCIAL AND PROFESSIONAL SERVICES (CLASS A2), BETTING OFFICES, PAY DAY LOAN SHOPS AND CASINOS (SUI GENERIS USES) TO RESTAURANTS AND CAFES (CLASS A3)	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	GENERAL REGULATIONS 1992 - APPLICATIONS FOR A DETERMINATION AS TO WHETHER THE PRIOR APPROVAL OF THE PLANNING AUTHORITY WILL BE REQUIRED - NOTIFICATION FOR PRIOR APPROVAL FOR A CHANGE OF USE FROM SHOPS (CLASS A1), FINANCIAL AND PROFESSIONAL SERVICES (CLASS A2), BETTING OFFICES, PAY DAY LOAN SHOPS AND CASINOS (SUI GENERIS USES) TO RESTAURANTS AND CAFES (CLASS A3) AND ASSOCIATED BUILDING OPERATIONS	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	GENERAL REGULATIONS 1992 - APPLICATIONS FOR A DETERMINATION AS TO WHETHER THE PRIOR APPROVAL OF THE PLANNING AUTHORITY WILL BE REQUIRED - NOTIFICATION FOR PRIOR APPROVAL FOR A CHANGE OF USE FROM SHOPS (CLASS A1), FINANCIAL AND PROFESSIONAL SERVICES (CLASS A2), BETTING OFFICES, PAY DAY LOAN SHOPS (SUI GENERIS USES) TO ASSEMBLY AND LEISURE USES (CLASS D2)	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	GENERAL REGULATIONS 1992 - APPLICATIONS FOR A DETERMINATION AS TO WHETHER THE PRIOR APPROVAL OF THE PLANNING AUTHORITY WILL BE REQUIRED - NOTIFICATION OF PRIOR APPROVAL FOR A DEVELOPMENT CONSISTING OF THE ERECTION OR CONSTRUCTION OF A COLLECTION FACILITY WITHIN THE CURTILAGE OF A SHOP	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	GENERAL REGULATIONS 1992 - APPLICATIONS FOR A DETERMINATION AS TO WHETHER THE PRIOR APPROVAL OF THE PLANNING AUTHORITY WILL BE REQUIRED - NOTIFICATION FOR THE PRIOR APPROVAL FOR THE TEMPORARY USE OF BUILDINGS OR LAND FOR THE PURPOSE OF COMMERCIAL FILM-MAKING AND THE ASSOCIATED TEMPORARY STRUCTURES, WORKS, PLANT OR MACHINERY REQUIRED IN CONNECTION	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	GENERAL REGULATIONS 1992 - APPLICATIONS FOR A DETERMINATION AS TO WHETHER THE PRIOR APPROVAL OF THE PLANNING AUTHORITY WILL BE REQUIRED - NOTIFICATION FOR THE PRIOR APPROVAL FOR THE INSTALLATION, ALTERATION, REPLACEMENT OF OTHER SOLAR PHOTOVOLTAICS (PV) EQUIPMENT ON THE ROOFS OF NON-DOMESTIC BUILDINGS, UP TO A CAPACITY OF 1 MEGAWATT	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	GENERAL REGULATIONS 1992 - APPLICATIONS FOR A DETERMINATION AS TO WHETHER THE PRIOR APPROVAL OF THE PLANNING AUTHORITY WILL BE REQUIRED - DEMOLITION OF BUILDINGS	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	APPLICATIONS FOR CONSENT TO DISPLAY ADVERTISEMENTS - ADVERTISEMENTS DISPLAYED ON BUSINESS PREMISES, ON THE FORECOURT OF BUSINESS PREMISES, ON THE FORECOURT OF BUSINESS PREMISES OR ON OTHER LAND WITHIN THE CURTILAGE OF BUSINESS PREMISES, WHOLLY WITH REFERENCE TO ALL OR ANY OF THE FOLLOWING MATTERS - THE NATURE OF THE BUSINESS OR OTHER	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	APPLICATIONS FOR CONSENT TO DISPLAY ADVERTISEMENTS - ADVERTISEMENTS DISPLAYED ON BUSINESS PREMISES, ON THE FORECOURT OF BUSINESS PREMISES, ON THE FORECOURT OF BUSINESS PREMISES OR ON OTHER LAND WITHIN THE CURTILAGE OF BUSINESS PREMISES, WHOLLY WITH REFERENCE TO ALL OR ANY OF THE FOLLOWING MATTERS - ADVANCED SIGNS WHICH ARE NOT SITUATED ON OR VISIBLE FROM THE SITE DIRECTING THE PUBLIC TO A	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	APPLICATIONS FOR CONSENT TO DISPLAY ADVERTISEMENTS - ADVERTISEMENTS DISPLAYED ON BUSINESS PREMISES, ON THE FORECOURT OF BUSINESS PREMISES, ON THE FORECOURT OF BUSINESS PREMISES OR ON OTHER LAND WITHIN THE CURTILAGE OF BUSINESS PREMISES, WHOLLY WITH REFERENCE TO ALL OR ANY OF THE FOLLOWING MATTERS - ALL OTHER ADVERTISEMENTS	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	APPLICATIONS FOR CONSENT TO DISPLAY ADVERTISEMENTS - ADVERTISEMENTS DISPLAYED ON BUSINESS PREMISES, ON THE FORECOURT OF BUSINESS PREMISES, ON THE FORECOURT OF BUSINESS PREMISES OR ON OTHER LAND WITHIN THE CURTILAGE OF BUSINESS PREMISES, WHOLLY WITH REFERENCE TO ALL OR ANY OF THE FOLLOWING MATTERS - APPLICATION FOR PERMISSION IN PRINCIPLE (VALID FROM 01 JUNE) £402 FOR EACH 0.1 HECTARE (OR PART THEREOF)	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	APPLICATIONS FOR LAWFUL DEVELOPMENT CERTIFICATES - APPLICATIONS UNDER SECTION 191(1)A AND/OR B - EXISTING USE OR OPERATION - SAME FEE AS A FULL APPLICATION	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	APPLICATIONS FOR LAWFUL DEVELOPMENT CERTIFICATES UNDER SECTION 191(1) C - EXISTING USE OR OPERATION - LAWFUL NOT TO COMPLY WITH ANY CONDITION OR LIMITATION £234	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	LDC (PROPOSED) - APPLICATIONS UNDER SECTION 192: HALF THE AMOUNT THAT WOULD BE PAYABLE IN RESPECT OF A FULL APPLICATION	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	CONCESSIONARY FEES AND EXEMPTIONS - WORKS TO IMPROVE THE DISABLED PERSONS ACCESS TO A PUBLIC BUILDING	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	CONCESSIONARY FEES AND EXEMPTIONS - WORKS TO A DWELLINGHOUSE TO PROVIDE ACCESS, GREATER SAFETY, HEALTH OR COMFORT FOR A DISABLED PERSON RESIDENT THERE	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	CONCESSIONARY FEES AND EXEMPTIONS - APPLICATIONS RELATING TO PLAYING FIELDS BY NON-PROFIT MAKING SPORTS CLUBS FOR WORKS FOR PLAYING FIELDS NOT INVOLVING BUILDINGS £462	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	CONCESSIONARY FEES AND EXEMPTIONS - REVISED OR FRESH APPLICATIONS FOR DEVELOPMENT FOR THE FIRST REVISION OF THE SAME CHARACTER OR DESCRIPTION ON THE SAME SITE BY THE SAME APPLICANT WITHIN 12 MONTHS OF REFUSAL, OR IN THE CASE OF A WITHDRAWN APPLICATION, OR FOR AN APPLICATION WHERE AN APPEAL WAS MADE ON THE GROUNDS OF NON-DETERMINATION: WITHIN 12 MONTHS OF THE PERIOD WHEN THE GIVING OF NOTICE OF A DECISION ON THE EARLIER VALID APPLICATION EXPIRED	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	CONCESSIONARY FEES AND EXEMPTIONS - LISTED BUILDING CONSENT	Statutory	Payment with application			

Sustainable Communities, Regeneration and Economic Recovery	Planning Control	CONCESSIONARY FEES AND EXEMPTIONS - PLANNING PERMISSION FOR DEMOLITION IN A CONSERVATION AREA	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	CONCESSIONARY FEES AND EXEMPTIONS - IF THE APPLICATION RELATES TO CONDITIONS ON AN APPLICATION FOR LISTED BUILDING CONSENT OR DEMOLITION IN A CONSERVATION AREA	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	CONCESSIONARY FEES AND EXEMPTIONS - IF THE APPLICATION IS FOR A CERTIFICATE OF LAWFULNESS OF PROPOSED WORKS TO A LISTED BUILDING	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	CONCESSIONARY FEES AND EXEMPTIONS - IF THE APPLICATION IS FOR A LAWFUL DEVELOPMENT CERTIFICATE FOR EXISTING USE, WHERE AN APPLICATION FOR PLANNING PERMISSION FOR THE SAME DEVELOPMENT WOULD BE EXEMPT FROM THE NEED TO PAY A PLANNING FEE UNDER ANY OTHER PLANNING REGULATION	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	CONCESSIONARY FEES AND EXEMPTIONS - IF THE APPLICATION IS FOR CONSENT TO DISPLAY AN ADVERTISEMENT FOLLOWING EITHER A WITHDRAWAL OF AN EARLIER APPLICATION (BEFORE NOTICE OF DECISION WAS ISSUED) OR WHERE THE APPLICATION IS MADE FOLLOWING REFUSAL OF CONSENT TO DISPLAY AN ADVERTISEMENT, AND WHERE THE APPLICATION IS MADE BY OR ON BEHALF OF THE	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	CONCESSIONARY FEES AND EXEMPTIONS - IF THE APPLICATION IS FOR CONSENT TO DISPLAY AN ADVERTISEMENT WHICH RESULTS FROM A DIRECTION UNDER REGULATION 7 OF THE 2007 REGULATIONS, DIS-APPLYING DEFERRED CONSENT UNDER REGULATION 6 TO THE	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	CONCESSIONARY FEES AND EXEMPTIONS - IF THE APPLICATION IS FOR THE ALTERNATIVE PROPOSALS FOR THE SAME SITE BY THE SAME APPLICANT, IN ORDER TO BENEFIT FROM THE PERMITTED DEVELOPMENT RIGHT IN SCHEDULE 2 PART CLASS V OF THE TOWN AND COUNTRY PLANNING (GENERAL PERMITTED DEVELOPMENT) ORDER 2015 (AS	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	CONCESSIONARY FEES AND EXEMPTIONS - WORKS TO TREES COVERED BY A TREE PRESERVATION ORDER OR IN A CONSERVATION AREA HEDGEROW REMOVAL	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	CONCESSIONARY FEES AND EXEMPTIONS - PRIOR APPROVAL FOR PROPOSED LARGER HOME EXTENSIONS	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	ALTERNATIVE APPLICATIONS FOR ONE SITE SUBMITTED ON THE SAME DATE AND BY OR ON BEHALF OF THE SAME APPLICANT, WHERE THE APPLICATION IS OF LESSER COST THEN THE FEE IS 50%	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	IF TWO OR MORE APPLICATIONS ARE SUBMITTED FOR DIFFERENT PROPOSALS FOR THE SAME SITE ON THE SAME DAY - HIGHEST FEE PLUS HALF THE SUM OF THE OTHERS	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	DEVELOPMENT CROSSING PLANNING AUTHORITY BOUNDARIES, REQUIRING SEVERAL APPLICATIONS - ONLY ONE FEE PAID TO THE AUTHORITY HAVING THE LARGEST PART OF SITE BUT THE FEE CALCULATED BY THE PLANNING PORTAL WILL CALCULATE THE FEE AS 150% OF THE FEE THAT WOULD HAVE BEEN PAYABLE IF THERE HAD ONLY BEEN ONE APPLICATION TO ONE AUTHORITY COVERING THE WHOLE SITE; IF THE FEE FOR THIS DIVIDED SITE IS SMALLER WHEN EACH PART IS CALCULATED SEPERATELY, CONTACT MUST BE MADE WITH THE LEAD LOCAL AUTHORITY TO DISCUSS THE	Statutory	Payment with application			
Sustainable Communities, Regeneration and Economic Recovery	Planning Control	DEVELOPMENT CROSSING PLANNING AUTHORITY BOUNDARIES, REQUIRING SEVERAL APPLICATIONS - APPLICATIONS FOR RESERVED MATTERS WHERE APPLICANTS HAVE ALREADY PAID THE FULL FEE PAYABLE FOR APPROVAL	Statutory	Payment with application			

Adult Social Care and Health		ADULT SERVICES - CARELINE & TELECARE SERVICE					
Adult Social Care and Health	Adults	ADULT SERVICES - TELECARE SERVICE - Weekly Charges - Careline Safe At Home		Payment in advance	13.97	3%	14.42
Adult Social Care and Health	Adults	ADULT SERVICES - TELECARE SERVICE - Weekly Charges - Telecare System - 1 Device		Payment in advance	28.02	3%	28.91
Adult Social Care and Health	Adults	ADULT SERVICES - TELECARE SERVICE - Weekly Charges - Telecare System - 2 Devices		Payment in advance	42.04	3%	43.33
Adult Social Care and Health	Adults	ADULT SERVICES - TELECARE SERVICE - Weekly Charges - Telecare System - 3 Devices		Payment in advance	56.04	3%	57.75
Adult Social Care and Health	Adults	ADULT SERVICES - TELECARE SERVICE - Weekly Charges - Additional Sensor		Payment in advance	3.06	3%	3.15
Adult Social Care and Health	Adults	ADULT SERVICES - CROYDON CARELINE ALARM SERVICE - Standard Service - weekly		Payment in advance	8.21	3%	8.47
Adult Social Care and Health	Adults	ADULT SERVICES - CROYDON CARELINE ALARM SERVICE - Pension Credit /Income - weekly		Payment in advance	5.00	4%	5.18
Adult Social Care and Health	Adults	ADULT SERVICES - CROYDON CARELINE ALARM SERVICE - Additional Pendants - weekly		Payment in advance	0.95	3%	0.98
Adult Social Care and Health		ADULT SERVICES - Setting up a Deferred Payment Agreement (DPA)					
Adult Social Care and Health	Adults	ADULT SERVICES - Setting up a Deferred Payment Agreement (DPA) - One off set up fee - Land registry search*	Full cost recovery	Deferred Payment	3.00	0%	3.00
Adult Social Care and Health	Adults	ADULT SERVICES - Setting up a Deferred Payment Agreement (DPA) - One off set up fee - Legal fees: this covers the cost of placing the charge on a property and may change as this is set by the solicitor not LBC	Full cost recovery	Deferred Payment	660.00	5%	690.00
Adult Social Care and Health	Adults	ADULT SERVICES - Setting up a Deferred Payment Agreement (DPA) - One off set up fee - Staff costs: 15 hours work for an officer to initiate, set up and complete all the tasks required	Full cost recovery	Deferred Payment	291.31	5%	306.17
Adult Social Care and Health	Adults	ADULT SERVICES - Setting up a Deferred Payment Agreement (DPA) - One off set up fee - Property valuation: this charge may vary as it is set by the district valuers office	Statutory	Deferred Payment	570.00	0%	570.00
Adult Social Care and Health	Adults	ADULT SERVICES - In year cost of maintaining a DPA - charged annually - Staff costs: 2 hours staff time, every quarter to monitor, re-evaluate and carry out necessary sustainability tasks	Full cost recovery	Deferred Payment	155.36	5%	163.28
Adult Social Care and Health	Adults	ADULT SERVICES - In year cost of maintaining a DPA - charged annually - Property valuation: only when debt reaches 50% of equity or the unforeseen need for an in-depth review of the DPA's	Statutory	Deferred Payment	570.00	0%	570.00
Adult Social Care and Health	Adults	ADULT SERVICES - In year cost of maintaining a DPA - charged annually -Land registry search	Full cost recovery	Deferred Payment	3.00	0%	3.00

Adult Social Care and Health	Adults	ADULT SERVICES -Closing down of a DPA - Staff costs: 2 hours work for an officer to initiate, set up and complete all the tasks	Full cost recovery	Deferred Payment	38.84	5%	40.82
Adult Social Care and Health		RECEIVERSHIP CHARGES (clients who lack mental capacity) - Fees set by Public Guardianship Office	Charges set by the Office of Public Guardianship				
Adult Social Care and Health	Adults	Category 1 charges: Preparatory work to the date court makes an order		Statutory	745.00	0%	745.00
Adult Social Care and Health	Adults	Category 2 charges: Income > £16k fixed fee or < £16k variable fee; 2.5% of savings up to £500.00 for Health and welfare and up to 3.5% for property and affairs) Annual management fee		Statutory	775.00	0%	775.00
Adult Social Care and Health	Adults	A) First		Statutory	650.00	0%	650.00
Adult Social Care and Health	Adults	B) 2nd and subsequent years		Statutory	300.00	0%	300.00
Adult Social Care and Health	Adults	Category 3 charges: Annual property management fee		Statutory	216.00	0%	216.00
Adult Social Care and Health	Adults	Category 4 charges: Preparation and lodgement of annual report		Statutory	745.00	0%	745.00
Adult Social Care and Health	Adults	APPOINTEESHIP CHARGE (clients who have mental capacity) Local policy duplicates category 2 charges as set by the Public Guardianship Office for Deputyships	Charges set by the Office of Public Guardianship	Statutory			
Adult Social Care and Health		HOME CARE					
Adult Social Care and Health	Adults	Home care per hour in the community	Financial Assessment	N/A	Variable up to the actual cost of service		Variable up to the actual cost of service
Adult Social Care and Health	Adults	Live in carer per hour (Effectively another form of home care)	Financial Assessment	N/A	Variable up to the actual cost of service		Variable up to the actual cost of service
Adult Social Care and Health	Adults	Sitting service	Financial Assessment	N/A	Variable up to the actual cost of service		Variable up to the actual cost of service
Adult Social Care and Health		DAY CARE - Daily charge					
Adult Social Care and Health	Adults	In-house day care: Full Day	Financial Assessment	N/A	60.20	3%	62.07
Adult Social Care and Health	Adults	In-house day care: Half Day	Financial Assessment	N/A	30.10	3%	31.03
Adult Social Care and Health	Adults	Private and Voluntary sector day care	Financial Assessment	N/A	Variable up to the actual cost of service		Variable up to the actual cost of service
Adult Social Care and Health		RESPIRE CARE - Charge per night					
Adult Social Care and Health	Adults	RESPIRE CARE - In-House Charge per night	Financial Assessment		95.32	12%	106.79
Adult Social Care and Health	Adults	RESPIRE CARE - Private and Voluntary home Charge per night	Financial Assessment		Variable up to the actual cost of service		Variable based on actual cost
Adult Social Care and Health		RESIDENTIAL HOMES - Weekly Charges					
Adult Social Care and Health	Adults	Residential Care	Financial Assessment		Variable based on actual cost		Variable based on actual cost
Adult Social Care and Health	Adults	Nursing care (excludes funded nursing care)	Financial Assessment		Variable based on actual cost		Variable based on actual cost
Adult Social Care and Health		COUNCIL OWNED RESIDENTIAL HOMES - Weekly Charges					
Adult Social Care and Health	Adults	Residential standard charge	Financial Assessment		667.28	12%	747.52
Adult Social Care and Health	Adults	Residential Dementia charge	Financial Assessment		783.78	0%	783.78
Adult Social Care and Health	Adults	Nursing standard charge (excluding funded nursing care)	Financial Assessment		667.28	12%	747.52
Adult Social Care and Health	Adults	Nursing Dementia charge (excluding funded nursing care)	Financial Assessment		783.78	0%	783.78
Adult Social Care and Health		CHARGES FOR BLUE BADGES (charge per badge)			10.00	0%	10.00
Adult Social Care and Health	Adults	EXTRA CARE HOUSING SUPPORT - Weekly Charges					
Adult Social Care and Health	Adults	Support Charge pre April 2003			64.15	0%	64.15
Adult Social Care and Health	Adults	Support Charge post April 2003			73.77	0%	73.77
Adult Social Care and Health	Adults	Laundry Service - up to 2 visits per week			8.45	0%	8.45
Adult Social Care and Health	Adults	Guests and Family charges (Charge per person per night)			10.71	0%	10.71
Adult Social Care and Health	Adults	Home care in Extra Care Housing (otherwise known as personal and intimate care) one carer	Financial Assessment		14.65	3%	15.12
Adult Social Care and Health	Adults	Home care in Extra Care Housing (otherwise known as personal and intimate care) two or more carers	Financial Assessment		29.30	3%	30.24
Adult Social Care and Health	Adults	Post April 2003 not in receipt of housing benefit			19.61	0%	19.61
Adult Social Care and Health	Adults	OTHER					
Adult Social Care and Health	Adults	Charges to other LA's - Recharge of the actual costs for residential care provided			Depends on placement and unit cost		Depends on placement and unit cost
Adult Social Care and Health	Adults	Charges to other run LA's - Recharge of the actual costs for non-residential care provided			Depends on placement and unit cost		Depends on placement and unit cost
Adult Social Care and Health	Adults	Maximum charging policy - Where a client refuses to provide information to enable a financial assessment to be completed, a full cost charge will be raised after 28 days of receipt of service. Maximum charges are the cost of the service provided.			Variable based on actual cost		Variable based on actual cost
Adult Social Care and Health	Adults	Non residential administration charge for full cost residents who ask the Council to arrange their care - charge per annum pending case			260.00	0%	260.00

Equality Analysis: Fees & Charges

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	All
Title of proposed change	Fees & Charges 2022/23
Name of Officers carrying out Equality Analysis	Laura McCartney

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

Croydon Council supports delivery of a wide range of services. The ability to charge where appropriate, is a key funding source to support the cost of providing the service. There are specific powers to charge and the Councils charging policy is set out under paragraph four of the main report.

- Parking and property rental fees and charges are excluded from this report.
- Licensing and regulatory related fees are non-executive functions and are reserved for consideration by non-executive committees of the Council.
- There are also Officer delegations in place from the relevant regulatory committees in relation to certain highway charges (skip and scaffolding licences etc). These are not included in the report.

Context for Change

Residents and customers currently pay specific fees and charges for a wide range of activities and services such as building control services, planning application, land charges fees, leisure activities, care related charges etc. Some of these fees and charges are set nationally and the council is legally required to adopt these levels, whilst other fees and charges are set at levels using the council's discretion.

With the cost of providing charged -for goods and services going up due to inflation and other factors, the Council need to increase its charges by an equivalent amount to ensure that it continues to recover its costs.

The Council has a need to balance its budget which an increase in fees would support. The proposed change in fees and charges contributes to the delivery of savings of £1.2m as approved by Full Council in March 2022. The Council is also mindful of the impact of an increase on the residents that it delivers its services to may have.

Our current equality analysis is focused on the public sector equality duty:

- Advancing equality of opportunity between people who belong to protected groups.
- Eliminating unlawful discrimination, victimisation and harassment.
- Fostering good relations between people who belong to protected groups.

The increase in fees and charges should also be considered in the current wider economic context, with inflation at historically high levels. The cumulative effect from other increases that is likely to impact on residents, where often low-income households face by having to use methods for bills such as a payment metre, instead of direct debit, which has an accompanying higher cost. This impact will be across residents and may include some with protected characteristics. However, the proposed change in fees and charges is, in almost every case, below the inflation rate of 10.1% in July 2022 (which is forecast to increase further) – often significantly below the inflation level.

There are mitigations in place which the Council currently provide to support those in need and these are detailed in section 5 of this Equality Impact Assessment.

3. Impact of the proposed change

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

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

3.1 Deciding whether the potential impact is positive or negative

Table 1 – Positive/Negative impact

	<p>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.</p> <p>PLEASE NOTE: As this report covers a wide range of Council services (see Appendix 1), the equalities impact caused by a change in charges will differ in line with the service in question, and the demographics of those individuals &/or communities who use or benefit from the service.</p> <p>This EQIA addresses the general impact of a review of fees and charges at Directorate Level, along with any planned mitigations to the impact on groups and individuals that share protected characteristics and utilises data currently available.</p> <p>The fees and charges subject to increase will impact on all residents that use those services, some fees and charges will have more of an impact on some characteristics than others and are detailed below. Mitigating actions are in place for all of these and detailed in later in the EQIA.</p>
--	---

Protected characteristic group(s)	Negative Impact	Positive impact	Source of evidence
Age	<p>The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p>The fees in relation to cremation/burial may affect older residents more. However, the impact is considered to be low as the fee increase is below overall inflation levels.</p> <p>Fees in relation to adult social care could impact this protected group more, but financial assessments are in place for these services.</p>		<p>ONS 2020</p> <p>The borough data regarding age is as follows:</p> <ul style="list-style-type: none"> • 97,900 0-19 year olds. This is the highest in London. (2021 Census) • 239,700 20-64 year olds. This is the highest in London. (2021 Census) • 53,100 65+ year olds. This is the 3rd highest in London. (2021 Census)
Disability	<p>The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p>However, external factors mean some disabled resident face higher costs in areas such as energy use. The mitigating factors shown later in the EQIA will therefore be essential to supporting this group of residents.</p>		<p>Census 2011</p> <p>Census 2011 tells us that 6.7% of Croydon residents have their day-to day activities limited a lot</p> <p>Employment rates for disabled people, across all ages, are significantly lower than those of non-disabled people. Those being hit the hardest and most likely to say they are financially struggling are Asian and Black Londoners, those with an income of less than £20,000, renters and Deaf and Disabled Londoners.</p> <p>The employment of disabled people 2021 - GOV.UK (www.gov.uk)</p>
Sex	<p>The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p>The fees in relation sports may affect one sex more than another if usage varies by sex.</p>		<p>ONS 2021</p> <p>ONS data asks for sex 2021 census asks about gender results unavailable at this stage</p> <p>203,000 (51.9%) residents in Croydon are female and 187,800 are male (48.1%)</p>

	<p>Examples of participation of both sexes in traditionally single sex sports are numerous and vice versa.</p> <p>However, sports are open to all residents and the fee increases are not considered to have a bearing on participation levels by sex.</p>	
Gender reassignment/identity	<p>The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p>The fees in relation sports may affect one gender more than another if usage varies by gender identify.</p> <p>However, sports are open to all residents and the fee increases are not considered to have a bearing on participation levels by gender identify.</p>	<p>N/A Data unavailable until end 2022</p>
Marriage or Civil Partnership	<p>The changes in registrars fees may negatively impact residents based on their intention of entering into marriage or civil partnership.</p> <p>However, the cost of an average wedding is approximately £17,000, therefore the impact of a change in registrars fees is considered to be minimal in comparison to these other potential costs associated with getting married/having a Civil Partnership.</p> <p>The Council offers different buried plots which could be purchased more by people in this protected characteristic group (e.g. double plot may be more popular with those residents that are married or in a civil partnership. However, the fee increase is consistent and therefore there is no impact considered for this protected characteristic.</p>	<p>Census 2011</p> <p>The borough data on marital status is as follows: 43% married, 39% single, 11% divorced or separated.</p> <p>In 2011, 796 people in Croydon were in a registered same-sex civil partnership. This was 0.3% of the 16+ population.</p>

<p>Religion or belief</p>	<p>The changes in bereavement fees may impact residents based on their religion or belief</p> <p>The Hindu faith, for example, believes in cremation as opposed to burial. Therefore, changes in cremation fees may impact them more.</p> <p>Christian ceremonies often incorporate the singing of hymns, and therefore the change in organist fee could be seen to impact them more than other faiths.</p> <p>However, the fee increases are below inflation and the percentage change between burial and cremation is consistent.</p> <p>Therefore, no impact is anticipated for this protected characteristic group.</p> <p>In relation to registrars fees, marriage rates may vary by religious groups and therefore it could be suggested that the change in fee would impact this group more. However, and as set out above, the registrars fee is a small proportion of the cost of the average wedding and therefore the change is considered to have minimal impact.</p>		<p>Census 2011</p> <p>Census 2011 data tells us that 56.4% of Croydon residents are Christian, 8.1% Muslim, 6% Hindu, 20% have no religion, and 7.6% did not state a religion.</p> <p>The census results in 2011, identified 21,739 Hindu residents in Croydon of all ages. This is 6% of the borough population.</p>
<p>Race</p>	<p>The change in fees is unlikely to have any impact on this protected characteristic group that is significantly greater than any other resident.</p>	<p>Community events can support the delivery of the public sector equality duty by fostering or encouraging good relations between people who share a</p>	<p>GLA 2015, and gov.uk current data</p> <p>GLA 2105 data states that 54% of Croydon residents describe themselves as ethnic minority/mixed.</p> <p>It should be noted that this data provides an indication of ethnicity and does not give an indication of citizenship.</p>

	<p>The citizenship ceremony fee may impact residents of different ethnic groups. However, this information is not collected at this time. The proposed change in fee is below the inflation level and the impact is therefore considered to be low.</p> <p>The change on fee for hiring of grounds and green spaces may impact residents of different ethnic groups. For example, funfairs and circuses were historically run by individuals from the Gypsy and Traveller community. However, there is no data that identifies whether funfairs or circuses are run by the Gypsy and Traveller community in Croydon. Therefore, the impact is considered to be low.</p>	<p>protected characteristic and those who don't.</p> <p>The change in fee is below the rate of inflation and therefore minimal impact is anticipated.</p>	<p>In the 2011 census, 14.5% of people in Croydon had a language other than English recorded as their main language.</p> <p>GLA poll results Cost of living 2022 - London Datastore</p>
Sexual Orientation	<p>None of the proposed changes are anticipated to impact this protected characteristic group more than other residents.</p>		N/A
Pregnancy or Maternity	<p>Changes in fees may impact on residents that are pregnant or on maternity if they are not working. However, additional benefits are provided for residents in this situation and therefore the proposed changes are expected to have minimal impact.</p>		<p>Maternity leave: Cost of living crisis highlights need for support (personneltoday.com)</p> <p>There were 5,252 births in Croydon in 2020. An estimated 30,000 women lose their jobs as a result of pregnancy every year, according to the Equality and Human Rights Commission (EHRC).</p>

	<p>Note: Data disaggregating level of service use by protected characteristic group is unavailable or available in sufficient granularity to draw conclusions in many cases. This will be explored and refined iteratively to inform mitigating strategies wherever practical to do so.</p> <p>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.</p> <p>See Mitigations and data held in Appendix 3.</p> <p>When you act to reduce any negative impact or maximise any positive impact, you must ensure that this does not create a negative impact on service users and/or staff belonging to groups that share protected characteristics. Please use table 4 to record actions that will be taken to remove or minimise any potential negative impact</p>
--	---

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
<p>The council's current data collection of protect characteristics is weak in some areas and rich in others. We are currently carrying out a project to tackle this imbalance with the support of the Head of Profession for Business Intelligence and the Equalities Manager as well as analysts and services across the organisation.</p> <p>The Corporate Management Team and the Equality, Diversity and Inclusion Board are the driving force behind this work stream.</p> <p>Currently an 'as is' exercise is taking place to identify areas of weakness in collection that needs to be addressed. This will be followed by a 'to be' looking at the information across the council that we will want to collect and how we go about doing this. Due to having to implement new process for collection and the potential impact of GDPR this project will take place in phases.</p>	<p>Index of Deprivation by Lower Layer Super Output Areas (gov.uk).</p> <p>Other data sources to be identified and investigated.</p>	<p>Iterative</p>

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

Severity of Impact	3	3	6	9
	2	2	4	6
	1	1	2	3

Key

Risk Index	Risk Magnitude
- 9	High
- 5	Medium
- 3	Low

		1	2	3
	Likelihood of Impact			

Table 3 – Impact scores

Note: The data to populate this table is not available to inform the Equality Impact Score. Evidence for the above is drawn from the Index of Deprivation Score for the 5% most deprived areas in the country and should not be used to draw conclusions. Further research is planned to develop a more reliable indicator. And as stated previously, individual fee changes will require their own assessment, the table below represents a generic view:

Column 1 PROTECTED GROUP	Column 2 LIKELIHOOD OF IMPACT SCORE	Column 3 SEVERITY OF IMPACT SCORE	Column 4 EQUALITY 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	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	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	1	1	1
Disability	1	1	1
Gender	1	1	1
Gender reassignment	1	1	1
Marriage / Civil Partnership	2	1	2
Race	2	1	2
Religion or belief	2	1	2
Sexual Orientation	1	1	1
Pregnancy or Maternity	1	1	1

Equality Analysis

4. Statutory duties

4.1 Public Sector Duties

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

Advancing equality of opportunity between people who belong to protected groups

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:

Mitigations

Residents currently pay specific fees and charges for a wide range of activities and services such as building control services, planning application, car parking, leisure activities, care related charges etc. An increase in fees will affect all those in, and out of the borough, who pay to use specific service(s). It appears that there is no significant disproportionate impact on groups or individuals that share one or more protected characteristic. The Council has in place various schemes to support residents who experience financial difficulty, some of whom will fall within the protected characteristic groups and may be affected by the proposed increases, to help mitigate impact. Listed below are some examples of what support is currently available, taken from a wide range of support schemes across the council.

Equality Analysis

- The council in partnership with Nimbus Disability offer a discount card to all children and young people on our disability register. The card is free and is part of a national access card scheme, giving benefits and discounts to facilities and activities across the country, such as leisure, sports and fitness, cinema etc.
- There are discounted rates for all leisure centre activities for Croydon residents with disabilities. If a disabled person needs a carer with them in order to access leisure centre services, the carer is entitled to free entry.
- Croydon council Leisure Centres offer discounted rates for residents Seniors 60+ years and Juniors 4-15 years
- Croydon Council Money Advice Service for advice on paying your bills and debt worries. All advice is independent and confidential.
- Council tax discount for care leavers, single person occupier, residents with disabilities, full-time students.
- Healthy Homes is Croydon Council's free energy advice service aimed at Croydon residents on low incomes, and those more vulnerable to the effects of living in a cold home (especially families with young children, older residents, and residents with pre-existing medical conditions).
- The council has a statutory duty to protect those on low or, or no income, and supports with claims for Council Tax support, Housing Benefit, universal Credit.
- Adult Social Care users are subject to a means tested financial assessment which will assess affordability to contribute to, or not, to service provision required (as defined by the Care Act 2014).

Page 230

Table 6. Decision on proposed change

Based on the information outlined in this Equality Analysis enter X in column 3 (Conclusion) alongside the relevant statement to show your conclusion.		
Decision	Definition	Conclusion - Mark 'X' below
No major change	<p>Our analysis demonstrates that the policy is robust. The evidence shows no potential for discrimination and we have taken all opportunities to advance equality and foster good relations, subject to continuing monitoring and review. If you reach this conclusion, state your reasons and briefly outline the evidence used to support your decision.</p> <p>Whilst changes in fees and charges may impact in some cases, this impact is considered to be minimal as set out in the information above.</p> <p>Mitigations and adjustments are already in place to support residents that may help them manage debt or financial vulnerability detailed. This includes signposting and discretionary support.</p>	X

Equality Analysis

Page 231

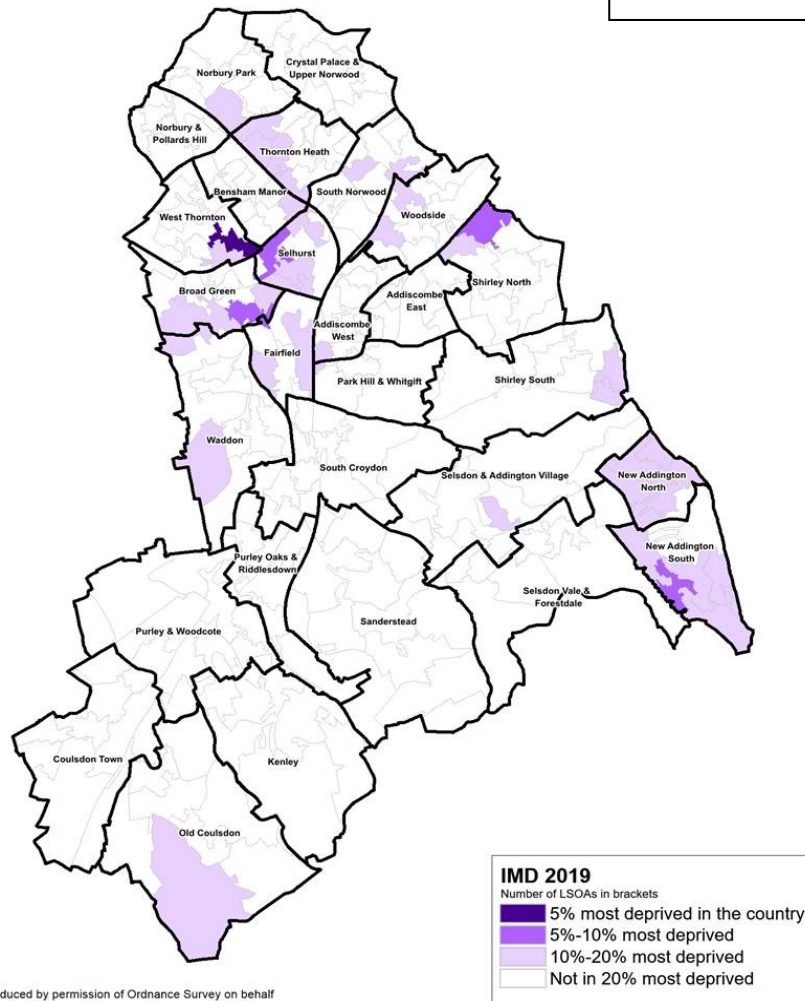
	<p>Service departments will need to collate data on their service users to monitor impact. Some departments will have existing service level data regarding some protected characteristics and not others. Where data does not currently exist, each service must create an action around collecting data across all protected characteristics. As data is received the EQIA should be updated, demonstrating data and evidence where change has been made.</p> <p>Residents should be provided with details of support organisations in both digital and non-digital formats.</p>	
Adjust the proposed change	<p>We will take steps to lessen the impact of the proposed change should it adversely impact the Council’s ability to meet any of the Public Sector Duties set out under section 4 above, remove barriers or better promote equality. We are going to take action to ensure these opportunities are realised. If you reach this conclusion, you must outline the actions you will take in Action Plan in section 5 of the Equality Analysis form</p>	
Continue the proposed change	<p>We will adopt or continue with the change, despite potential for adverse impact or opportunities to lessen the impact of discrimination, harassment or victimisation and better advance equality and foster good relations between groups through the change. However, we are not planning to implement them as we are satisfied that our project will not lead to unlawful discrimination and there are justifiable reasons to continue as planned. If you reach this conclusion, you should clearly set out the justifications for doing this and it must be in line with the duty to have due regard and how you reached this decision.</p>	X
Stop or amend the proposed change	<p>Our change would have adverse effects on one or more protected groups that are not justified and cannot be mitigated. Our proposed change must be stopped or amended.</p>	
<p>Will this decision be considered at a scheduled meeting? e.g. Contracts and Commissioning Board (CCB) / Cabinet</p>		<p>Meeting title: Cabinet Date: September</p>

7. Sign-Off

Officers that must approve this decision	
Equalities Lead	Name: Denise McCausland Date: 25 August 2022 Position: Equality Programme Manager
Director	Name: Gavin Handford Date: 25 August 2022 Position: Director of Programmes, Policy & Performance

Indices of Deprivation 2019
Croydon Lower Super Output Areas (LSOAs)

INFOGRAPHIC 1



Reproduced by permission of Ordnance Survey on behalf of HMSO. © Crown copyright and database right 2019. OS Licence number 10001927

Page 233

In Croydon, 1567 people live amongst country (Dark Blue)

In this area,

- 50% are male (Croydon 49%)
- 50% are female (Croydon 51%)
- 27% are 0-15 (Croydon 22%)
- 67% are 16-64 (Croydon 64%)
- 6% are 65+ (Croydon 14%)
- 30% are White ethnic group (Croydon 55%)

the 5% most deprived in the

Equality Analysis

35% are Black / African / Caribbean / Black British ethnic group (Croydon 20%)
24% are Asian / Asian British ethnic group (Croydon 16%)
7% are Mixed / multiple ethnic group (Croydon 7%)
4% are Other ethnic group (Croydon 2%)

Agenda Item 9

REPORT TO:	CABINET 14 SEPTEMBER 2022
SUBJECT:	Croydon Partnership Early Years Strategy
LEAD OFFICERS:	Debbie Jones, Interim Corporate Director, Children, Young People and Education Shelley Davies, Director of Education, Children Young People and Education Denise Bushay, Head of Service, Early Years, School Place Planning and Admission
CABINET MEMBER:	Councillor Maria Gatland, Cabinet Member for Children and Young People
WARDS:	All

SUMMARY OF REPORT:

This report presents the final draft of Croydon's Partnership Early Years Strategy. The draft Strategy sets out Croydon's vision for Early Years, the priorities, the principles, and the outcomes we want to achieve for children from before they are born up to the age 5 at the end of the foundation stage, and their families. This draft strategy will span a three-year timeframe from 2022 to 2025 with proposals to create a child-centred system with joined-up policies and services to support our youngest residents and their families

The draft strategy aligns with the Government's Family Hubs approach which is a system-wide model of providing high-quality, joined-up, whole-family support; and Best Start for Life which is focused on the 1,001 critical days through pregnancy to the age of two. It is also in line with the Beyond Boundaries (ISOS) report which calls on local leaders within Councils, in health and the community, to prioritise the development of closer working to integrate all parts of the 'pre-birth to five system'.

The vision is that 'All children achieve the best possible development, health, wellbeing and education outcomes from before pregnancy to the end of reception and for children to feel safe, secure and loved'. This vision is underpinned by a commitment to prevention, and the earliest possible intervention to reduce inequalities that could impact children's life chances.

The draft strategy celebrates the diversity of Croydon's young children and their families which includes people from different family structures, disabilities, ethnicity, gender, religion and sexual orientation different ethnic, and cultural groups, such as the traveller community, asylum seekers and refugees. We recognise that the first years of life are among the most important for a child's mental and physical development and support and services should be delivered in a way that helps children and families thrive.

The proposals in the strategy have been developed in collaboration and consultation with parents and carers, the Early Years Partnership consisting of Croydon Council,

Public Health, Croydon's Integrated Care System, early year's practitioners, schools, and wider partners.

The draft strategy provides the guiding principles for the development of Family Hubs and Early Help transformation and will advance efforts for integrated pathways across the Early Years system, with particular emphasis on involving residents and the voluntary and community sector.

The need for a Partnership Early Years Strategy has been further strengthened by the COVID pandemic which impacted the Early Years through increased poverty and anxiety, impacting on emotional wellbeing and mental health, reduced access to childcare, restricted social engagement, speech and language developmental delay, less face-to-face contact with health, social care and education professionals.

Croydon's Partnership Early Year's strategy is for: all parents, carers, and their children from before pregnancy to the end of reception (age 5 to 6); and any statutory, private, voluntary organisation - education, health, social care - involved with and supporting parents, carers, and their children in the early years.

We are seeking the Executive Mayor's approval for the final draft of Croydon Partnership Early Years Strategy, its publication, and development of the Delivery Plan.

Appendices:

Appendix 1 – full draft of the Partnership Early Years Strategy.

Appendix 2 - Consultation outcomes report

Appendix 3 - Equality Impact Assessment.

Subject to approval of the draft Strategy, the next step in the process is the development of the Strategy's Delivery Plan. The Delivery Plan will be an action-oriented document, co-produced with parents, carers, and partners; it will set out how we will work towards the successful delivery of the Strategy's aims and objectives. An accessible version of the delivery plan will be produced for use and reference by families, carers and partners. A directory of early years services will be developed as part of publishing Croydon's Best Start in Life offer.

Governance of the strategy will be overseen by internal strategic management groups and partnership boards to ensure effective delivery of the vision and implementation of the strategy / proposals. A new Early Years partnership board will be established for the implementation the Strategy and co-production of the Delivery plan. The draft strategy is a live 'working document', which will be reviewed and refreshed to incorporate new and relevant data as it becomes available and reflect developing policy.

COUNCIL PRIORITIES 2022-2026

FINANCIAL IMPACT:

The recommendation to approve and publish the Partnership Early Years Strategy will not result in any additional cost to either the Council or Croydon's Integrated Care System.

Following the development of the Delivery Plan for the implementation of the strategy/proposals, any costs will be met from within existing funding streams and government grants.

Anecdotal evidence shows that prevention and early intervention represent good value for money, cost savings and cost avoidance. Future commissioning intentions, children's transformation programmes and service improvements may emerge later, allowing for reinvestment and / or innovations across the system, to improve outcomes for children in their early years and beyond.

KEY DECISION REFERENCE NO: [insert number if applicable/not a key decision]

This is a policy decision and will affect more than 2 wards.

[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. [delete text as applicable]

RECOMMENDATIONS:

The Executive Mayor, in Cabinet, is recommended to:

1. consider and approve the final draft of Croydon's Partnership Early Years Strategy 2022 – 2025,
2. approve the publication of the Strategy and development of its Delivery Plan.

1. DETAIL OF YOUR REPORT**1.1 Context and Background**

It is generally agreed that services provided during pregnancy and when children are young have greater impact on outcomes. Early childhood is one of the most critical phases of human development. It begins before birth, when a baby's body and brain are being formed, continues through early infancy when key relationships are established, and developmental milestones reached and includes the preschool years and the transition into school.

- 1.2 National reviews and strategies support integrated service provision and interventions that are focused on prevention and early intervention for children and pregnant women to ensure children get a good start in life and reach their full potential. Early intervention is a public policy approach to identify and support children and their families at an early stage, to prevent problems developing later in life, such as poor physical and mental health, low educational attainment, crime and anti-social behaviour.
- 1.3 Croydon's Partnership Early Years Strategy will deliver key statutory functions, including:
- management of funded free early education including the extended entitlement
 - supporting and monitoring standards and provision across early years settings
 - the provision of early help support in partnership with Public Health
 - SEND services and support for early years provision
 - the moderation of EYFS (Early Years Foundation Stage) statutory assessment
 - Best Start children's centres offer services, activities and support for families with children under 5.
- 1.4 In developing Croydon's Partnership Early Years Strategy, as well as using feedback from partners, parents/carers and practitioners, we have taken account of the strategic context in relation to national and local priorities and relevant policy guidance. The Strategy aims to provide integrated working across all partners which is vital to the delivery of high-quality services and targeted support for vulnerable children and families. The high-level objectives of the strategy are designed to reflect all the influences on a child in the early years.

2. The Legislative Context

Croydon's Partnership Early Years Strategy provides a framework for service delivery within the context of statutory duties (namely but not exclusively the Childcare Act 2006 and 16, www.legislation.gov.uk/ukpga/2006/21/contents)

- 2.1 The responsibilities on local authorities were further defined by the Children and Families Act 2014 which seeks to improve services for vulnerable children and to support families. It underpinned wider reforms and policies to ensure that all children and young people can succeed, no matter what their background which is further strengthened by the Equalities Act 2010 and the SEND Code of Practice.
- 2.2 The strategy links to other commitments made by government in various report/guidance such as:
- Working Together to Safeguard Children A guide to inter-agency working to safeguard and promote the welfare of children
 - Keeping children safe in education - early information sharing is vital for effective identification, assessment and allocation of appropriate service provision

- Healthy child programme - partner services working collaboratively with the midwife to provide continuity of care and providers equipped to design effective, family-oriented services
- The best start for life: a vision for the 1,001 critical days
- Family Hubs: a system-wide model of providing high-quality, joined-up, whole-family support services.

3. The Local Context

Croydon has the 4th largest population of children and young people in London: 22.2% (85,672) of the population are aged 0–15 years. The projected growth in the population of children between the ages of 0 and 6 in Croydon between now and 2030 is just under 1000 - 40,431 – 41225.

- 49% of the eligible 2-year-old population benefitted from a funded early education place in January 2020.
 - 85% of 3- and 4-year-olds benefitted from a funded early education place in January 2020. For both age groups, take up is below the London and England averages.
- 3.1 In 2019, 74.6% of pupils achieved a good level of development in Croydon in the Early Years Foundation Stage (EYFS) in line with London and above England (71.8%).
- 3.2 The Croydon Health and Care Plan (2019 – 2025) identifies Better start in life and Maternity as a priority for parents and carers with young children and recognises that to improve their health and wellbeing services need to focus on ‘prevention and proactive care’, untapped potential in our ‘community assets and skills’ and ‘integrated services.’²¹
- 3.3 Croydon’s Prevention Framework aims to create the conditions in which prevention initiatives will flourish and to support Croydon’s aim to reduce inequalities. This is being used to inform this early year’s strategy. The aim of the prevention framework is to:
- underpin the development of our strategies and implementation plans, ensuring our strategies following the same preventative priorities and therefore have a greatest impact and
 - set out the approach for how we will embed the preventative approach in all we do.

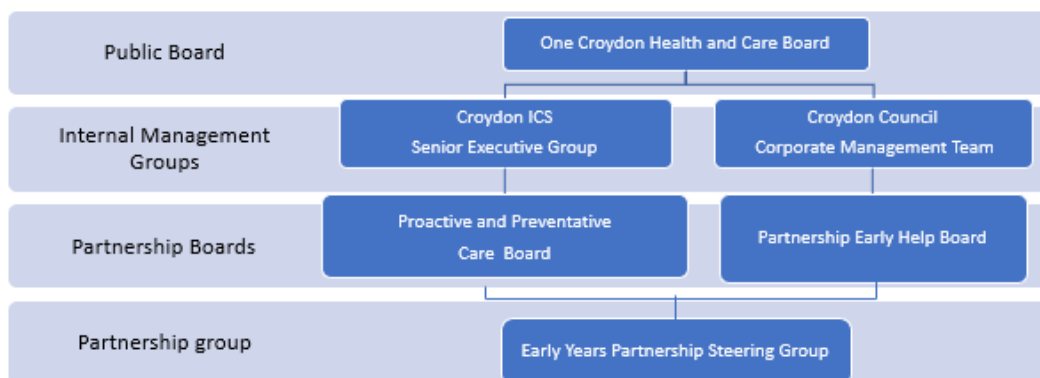
4. Implementing the Strategy

Subject to approval of the draft Strategy, a Delivery Plan will be co-produced with partners, parents/carers, and practitioners. The delivery plan will transform the strategic aims, objectives and priorities into practical, measurable and time bound actions. An accessible version of the delivery plan will be produced for use and reference by families, carers and partners. A directory of early years services will be developed as part of publishing Croydon’s Best Start in Life offer.

The delivery of the strategy will be a shared responsibility for those delivering Council services, maternity and health services, early years providers, schools and the community and voluntary sector. The Strategy is a live 'working document', which will be reviewed and refreshed to incorporate new, relevant policy developments, guidelines, and regulations.

5. Governance

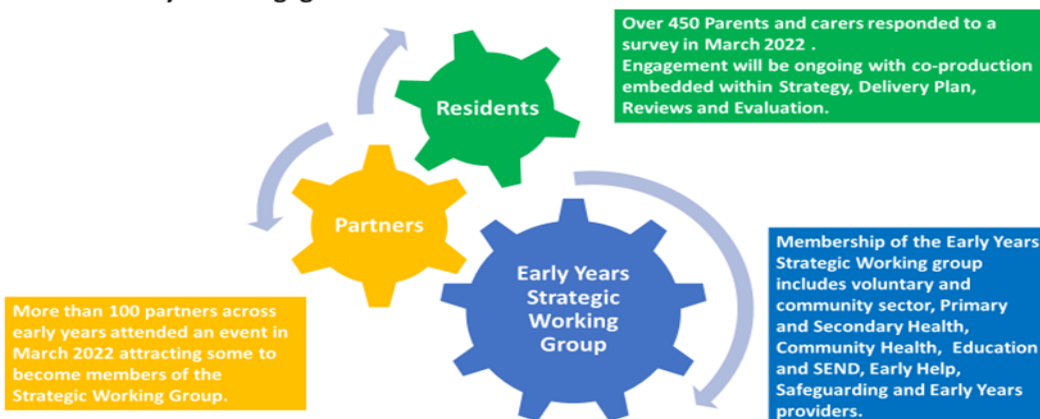
The One Croydon Health and Care Board is responsible for improving the health and wellbeing of Croydon's residents and reduce inequalities. The Early Years Strategy is aligned to the One Croydon Health and Care Plan, directly addressing the priority for a Better Start in Life and Maternity. Governance of the strategy will be overseen by internal strategic management groups and partnership boards (see chart below). An Early Years Partnership steering group will be established as part of these proposals to implement the strategy and co-produce the delivery and action plan.



6. Consultation

Consultation is an essential part of how we will deliver the Mayoral / Council's priorities. In developing this Partnership Early Years Strategy / proposals we listened to and took into consideration the diverse views of Croydon residents, providers and those that will be affected by or have an interest in the strategy. Please see continuous cycle of engagement image below:

**Early Years Strategy
Continuous Cycle of Engagement**



6.1 Consultation with senior management groups and partnership boards have informed the strategy and proposed governance outline above. Consultation with partners – colleagues across and beyond the Council supports the strategy’s vision.

7. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

7.1 To seek the Mayor’s approval for Croydon’s Partnership Early Years Strategy, its publication and development of its Delivery Plan.

8. OPTIONS CONSIDERED AND REJECTED

8.1 The option to have a single Council Early Years Strategy was considered but not pursued as this was not in line with national or local policies.

9 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

9.1 Revenue and Capital Consequences of Report Recommendations

None of the strategy results directly in a financial consequence. The potential cost implications for implementing any of the recommendations in the strategy plan will be subject to an option appraisal with a business case.

Other recommendations in the plan will be financed through the proposed nationally awarded Family Hubs funding and development of the Start for Life offer in Croydon.

There are likely future savings opportunities to be explored to ensure continued value for money across all the services. One of these objectives in the strategy is to look at opportunities from integrating budgets across services. The table below represents the budget position over the next few years.

Table 1 – Medium Term Financial Strategy

	Current Year	Medium Term Financial Strategy – 3-year forecast		
	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000
Revenue Budget Available				
Income DSG	(29.260)	(30.723)	(31,650)	(32.594)
Income General Fund	-	-	-	-
Expenditure DSG	29.260	30.723	31.650	32.594
Expenditure General Fund	8.700	8.700	8.700	8.700
Effect of decision from report				
Income (None)	-	-	-	-

Expenditure (None)	-	-	-	-
Remaining Budget	8.700	8.700	8,700	8.700

9.2 As indicated in table 1, significant share of the budget is related to Dedicated Schools Grant payable to Early Years providers. The rest of the budget which represents General Fund and Health contribution makes up approximately £8.700m. All these funds are invested in the early years strategy to improve children’s health, development and education and wellbeing outcomes, and reduce inequalities.

9.3 The Effect of the Decision

The 2006 Childcare Act requires local authorities to work with their NHS partners to improve outcomes for all children aged up to five years and to reduce inequalities by ensuring services are integrated to maximise benefits to families. If the draft strategy is not approved, the Council may fail to fully meet its statutory duties.

9.4 Risks

The main risk to the implementation of the strategy is insufficient commitment from partners to delivering workforce, organisational and service changes to deliver more integrated services for parents and carers in the Early Years. The partnership has been engaged in the development of the strategy but this will need to continue through the delivery planning and implementation phases. A significant risk is capacity particularly with health partners such as health visiting and to a lesser extent midwifery.

9.5 Options

Do nothing is not an option as this strategy is also a requirement of the Family Hubs approach which Croydon will received ringfenced funding for.

9.6 Future Savings/Efficiencies

Any potential future savings or efficiencies will be identified in the Delivery Plan stage; however this cannot be pre-empted at this stage.

9.7 Approved by Matt Davies, Interim Director of Finance and Deputy s151 Officer.

10 LEGAL CONSIDERATIONS

10.1 The Childcare Act 2006 (“the 2006 Act”) imposes several duties on local authorities, including to work with partners to improve the outcomes of all children up to five years of age and reduce inequalities between them. The Council must secure, so far as is reasonably practicable, that the provision of childcare is sufficient to meet the requirements of parents in their area who require childcare in order to enable them to work or undertake education or training.

- 10.2 Additionally, Section 11 of the Children Act 2004 places a duty on the Council to decide to safeguard and promote the welfare of children. It is not anticipated that the proposals outlined in this report will affect the Council's ability to meet its duties.
- 10.3 The Local Authority has already undertaken a public consultation in relation to these proposals to inform the decision making and ensure fairness. This is set out in the report under the heading-'Consultation'. The responses to the consultation must be conscientiously considered when taking the decision in respect of the proposals.
- 10.4 The Local Authority completed an Equities Impact Assessment as part of the development of the Strategy, this should be considered before deciding whether to proceed with these proposals. The decision-maker must have due regard to the need to eliminate unlawful conduct under Section 149 of the Equality Act 2010, the need to advance equality of opportunity and to have regard to the impact of decisions on protected groups and the need to foster good relations between persons who share a protected characteristic and those who do not.
- 10.5 The proposed Early Years Strategy would enable the Council to deliver on its statutory obligations under the Childcare Act 2006 relating to its general duties to improve the well-being of young children and reduce inequalities between young children in the area; and specific duty to decide to secure early childhood services in the area and such services are discharged about the need to safeguard and promote the welfare of children.
- 10.6 Approved by Doutimi Aseh, Head of Social Care & Education Law on behalf of Stephen Lawrence-Orumwense, Director of Legal Services & Monitoring Officer.

11 HUMAN RESOURCES IMPACT

- 11.1 There are no immediate human resources implications arising from this report for Council employees. However, workforce is a key aspect of Croydon's Partnership Early Years Strategy, which will have HR implications for both our partners and Council services. Where this is the case, the relevant policies and procedures will be observed, and HR advice must be sought at an early stage.
- 11.2 Approved by: Debbie Calliste, Head of HR for Children, Young People and Education on behalf of the Director of Human Resources.

12. EQUALITIES IMPACT

- 12.1 Under the Public-Sector Equality Duty, due regard must be given to the requirements of the Equality Act 2010. Consideration must be given to the potential impact any decision may have on groups of people with protected characteristics. This means we must take particular care to ensure that we seek the views of protected equality groups who are often 'seldom heard'

- 12.2 The Early Years strategy can treat some characteristics such as disability more favourably and it will not constitute discrimination under the Equality Act. Refers to both physical and mental health needs and is extended to include parents of disabled children.
- 12.3 Due consideration should be given to gender reassignment/identity and sexual orientation. This is to ensure that parents do not feel excluded if they do not identify in the gender that they were born in or present as.
- 12.4 Due consideration should also be given to ensuring that the strategy meets the needs of both racial and religious groups and that this is explicit to parents to ensure inclusion.
- 12.5 The pandemic and the cost-of-living increase have had a profound impact on financial wellness for many parents. Many of which have been impacted by unemployment and debt. Consideration should also be given to socio economic inequalities and its impact on parents, noting that there are some wards with high levels of deprivation in particular in the north and east of the borough. It is likely that pockets of deprivation are likely to impact more on some ethnic groups such as Asian, African, African Caribbean, asylum seekers, refugees and travelling community. There are also some wards with deprivation that are comprised of largely white British parents. This along with poor housing conditions may have impacted on the mental health of many parents.
- 12.6 An Equalities Impact Assessment (EQIA) was undertaken as part of the development of the draft strategy which found no negative impact on protected groups. In terms of Equality and Diversity Monitoring, respondents to the consultation were asked to complete an equality and diversity questionnaire, looking at Gender, Age, Ethnicity and Disability. The information collected will help identify any special requirements and promote equality and diversity. The EQIA should be updated to ensure that further data is collected from parents of all characteristics including gender reassignment and identity and sexual orientation, to ensure that the needs of parents from these characteristics are also met.
- 12.7 Approved by Denise MacCausland on behalf of the Director of Equalities.

13 ENVIRONMENTAL IMPACT

- 13.1 It is considered that there are no increased or decreased negative environmental sustainability impacts arising from the proposals in this report.
- 13.2 (Approved by: *[A N. Other]* on behalf of the Director of XX)

14 CRIME AND DISORDER REDUCTION IMPACT

- 14.1 The proposed strategy seeks to improve the pathway for services for the borough's youngest residents and their families; to improve their outcomes, build resilience and community networks. The Early Years partnership will work together to support children and families exposed to sexual violence and domestic abuse.

14.2 It is considered that there are no increased impacts on children and families from these proposals.

14.3 (Approved by: *[A N. Other]* on behalf of the Director of XX)

15 DATA PROTECTION IMPLICATIONS

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

NO

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

NO

15.3 DPIAs may be required for individual projects to deliver the strategy but they are not required at this stage. If required in the future, Information Management will be consulted for advice at the earliest opportunity.

15.4 Approved by: Shelley Davies, Direction of Education

CONTACT OFFICER: Denise Bushay, Head of Service, Early Years, School Place Planning and Admissions; 07850882628

APPENDICES TO THIS REPORT:

Appendix 1 – full draft of Croydon Partnership Early Years Strategy

Appendix 2 - Consultation outcomes report

Appendix 3 - Equality Impact Assessment.

BACKGROUND DOCUMENTS – LOCAL GOVERNMENT ACT 1972

[For executive decision making it is a requirement that all Part A (open) reports & Part B reports (closed) must list and provide an electronic and a printed copy of all background reference.]

This page is intentionally left blank

DRAFT Croydon Partnership Early Years Strategy

<i>Executive Summary</i>	2
1 Introduction	3
1.1 Vision and scope	3
1.2 The purpose of the strategy	4
1.3 Principles by which we work	6
1.4 Objectives	7
2 The importance of the Early Years, the statutory frameworks and national policy context	8
2.1 The importance of the Early Years	8
2.2 The statutory responsibilities in the Early Years	10
2.3 The Early Years national policy context	10
3 Croydon situation	12
3.1 Local strategic context	12
3.2 Current Early Years strategy and governance	13
3.3 The early years population	13
4 Local priorities and issues	14
4.1 Parent, carer and partner feedback feed back	14
4.2 Current strengths, opportunities, challenges and issues	14
	16
5 Delivering the strategy	17
5.1 Governance, finance, and communications	17
5.2 Parent and carer engagement and co-design	18
5.3 Integrated pathways and accessible evidence-based service delivery including communications	19
5.4 Maximising opportunity and reducing the risk of health wellbeing, learning and safeguarding inequalities – children and parents with SEND, children and families in temporary accommodation, asylum seekers, refugees, children and families with protected characteristics, young parents, families with domestic violence	19
5.5 Workforce development and training	20
5.6 Information systems, Outcomes, needs and data	21
6 References	22

Executive Summary

Croydon's vision for all children and young people is for them to be:

“safe, healthy and happy ’and will aspire to be the best they can be. The future is theirs’

The Early Years are the foundations on which this vision is built. Croydon's vision for its youngest residents is that:

- *'All children achieve the best possible development, health, wellbeing and education outcomes from before pregnancy to the end of reception (aged 5-6) and for children to feel safe, secure and loved'*

Croydon's Early Years include:

- all parents, fathers as well as mothers, grandparents, carers and their children from before birth to the end of reception (aged 5-6)
- any statutory, private, voluntary organisation - education, health, social care - involved with and supporting parents, carers and their children in the early years

Working in partnership with families and carers and partners across the voluntary, private and statutory sectors is crucial for implementing Croydon's vision. The vision is underpinned by a commitment to prevention, and the earliest possible intervention to reduce inequalities that could impact throughout a lifetime.

The strategy celebrates the diversity of Croydon's young children and their families which includes people from different ethnic, religious and cultural groups, such as the traveller community, asylum seekers and refugees, different nationalities, genders and sexual orientations. We recognise that support and services should be delivered so that all children and families can take part equally and thrive.

The COVID pandemic has impacted on the Early Years particularly and has added to the challenges already faced by many families and children in Croydon during the early years and beyond.

The strategy sets the strategic framework for delivering Croydon's vision for its youngest residents and their families over the next three years. It has been developed in collaboration with parents and carers, and the Early Years Partnership. The next step is the co-production of the delivery plan, which will transform the strategic aims, objectives and priorities into practical, measurable and time bound actions. An accessible version of the delivery plan will be produced for use and reference by families, carers and partners. A directory of early years services will be developed as part of publishing Croydon's Best Start in Life offer.

The high-level objectives of the strategy are designed to reflect all the influences on a child in the early years. They have been informed by engagement with parents, carers, partners and the evidence base. The objectives will each have specific actions as part of the Delivery plan workstreams.

The strategy recognises the interconnectedness with other priorities and will use opportunities to work together for example with the Early Help data task and finish group, the Strengthening Families

programme, the SEND Strategy, the Autism Partnership, the Family Hubs team, the Health and Care Board, the Health and Wellbeing Board and the Integrated Care Board.

Strong partnership governance arrangements and a commitment to monitoring both delivery of the objectives and principles and the impact on health and development outcomes are core requirements for ensuring positive direction of travel.

1 Introduction

1.1 Vision and scope

Croydon's vision for all children and young people is for them to be:

'safe, healthy and happy 'and will aspire to be the best they can be. The future is theirs'

The Early Years are the foundations on which this vision is built. Croydon's vision for its youngest residents is that:

- *'All children achieve the best possible development, health, wellbeing and education outcomes from before pregnancy to the end of reception (aged 5-6) and for children to feel safe, secure and loved'*

Croydon's Early Years include:

- all parents and carers, and their children from before pregnancy to the end of reception (aged 5-6)
- any statutory, private, voluntary organisation - education, health, social care - involved with and supporting parents, carers and their children in the early years

Croydon's vision is only achievable if we work in partnership with families and carers and each other to identify and respond swiftly to emerging needs and provide integrated, targeted support.

This vision is underpinned by a commitment to prevention, and the earliest possible intervention to reduce inequalities that evidence shows could impact throughout a lifetime. (NIHR, 2022)

The strategy celebrates the diversity of Croydon's young children and their families which includes people from different ethnic, religious and cultural groups, such as the traveller community, asylum seekers and refugees, different nationalities, genders and sexual orientations. We recognise that support and services should be delivered so that all children and families can take part equally and thrive.

The COVID pandemic has impacted on Early Years children and families in many ways. The pandemic saw an increase in poverty, illness and death in families and anxiety. There was reduced access to childcare, restricted social engagement, less face-to-face contact with health, social care and education professionals resulting in speech and language development. (DFE, 2022) (EIF, 2021)

And now we are experiencing the biggest cost of living crisis in many years. These have both added to the challenges already faced by many families and children in Croydon during the early years and beyond.

An effective Early Years system is central to the new Family Hubs approach (DFE, 2021) and Early Help continuum and to the reducing inequalities workstreams. (SWLCCG, 2022) This strategy is intended to integrate with and complement these workstreams by providing a focus for the Early Years' partners. The new Best Start for Life funding received as part of the Family Hubs transformation programme will enable improved delivery of the Early Years priorities. The governance arrangements will support the integrated working across these and other workstreams for example, the Integrated Care System.

The successful implementation of this strategy will depend on the 'buy in', action and support from all partners at both strategic and operational levels. Its delivery will therefore be overseen by an Early Years steering group with senior and operational leadership from across the partnership. The Terms of Reference for this group will include the requirement that its membership reflect the diversity of the Croydon population. The steering group will report to the Partnership Early Help Board and Proactive and Preventive Care Board.

We acknowledge that the level of transformational change required will need time, energy and commitment and similarly we recognise that Early Years partners have different perspectives, ethos and working practices and a common and unifying practice framework is required e.g. Thrive (I-Thrive, 2022)

1.2 The purpose of the strategy

The purpose of the strategy is to set the framework for delivering Croydon's vision for its youngest residents and their families / carers over the next four years. It includes the principles, objectives, key priorities and governance arrangements and will be accompanied by a detailed delivery plan. The document outlines an integrated approach to delivering services and develops the locality model of working in Croydon.

This strategy has been developed in collaboration with parents and carers, the Early Years Partnership which includes: Croydon Council, voluntary sector representatives, Croydon Health Services Croydon's Public Health team, primary care, South West London Clinical Commissioning Group, the early year's sector, and wider partners.

The principles and objectives are designed to ensure that the Early Years partners consider equality, diversity and inclusion in everything they do. The strategy acknowledges the complexity of the environment for children, their families and everyone who works in the Early Years which is captured in figure 1 below

Figure 1 The complexity of the Early Years environment



The strategy has been informed by:

- The Best Start for Life policy paper (2021) (HMG, 2021)
- Family Hub framework (2021) (DFE, 2021)
- Working Together to Safeguard Children (2018) (DFE, 2018)
- NHS Long Term Plan 2019 (NHS, 2019)
- NHS Mental Health Implementation Plan (2019) (NHS, 2019)
- Healthy Child programme (2021) (OHID, 2021)
- Early Years Foundation Stage Statutory Framework (2021) (DFE, 2021)
- Education White Paper (2022) (DFE, 2022)
- Public Health Outcomes Framework (OHID, 2022)
- Education Recovery Support (DFE, 2022)
- SEND green paper (2022) (DFE, 2022)
- Women's Health Strategy (2022) (DHSC, 2022)
- Early Years Last a Lifetime- Director of Public Health Annual report 2018 (LBC, 2018)
- Beyond Boundaries: Early Years Integration (London Councils, 2022)
- Working in Partnership with People and Communities: Statutory guidance (NHS, 2022)

It should also be read alongside the following Croydon strategies, policies, and programmes:

- Croydon's Special Educational Needs and/or Disabilities Strategy (SEND) (LBC, 2019)
- Croydon's Safeguarding Children's Partnership (LBC, 2022)
- Early Help Strategy and Delivery Plan (LBC, 2020)
- Croydon's Health and Care Plan and prevention framework (SWL CCG)
- London Borough of Croydon Children Young People & Education Directorate Plan, 2022-24
- Croydon Mayor's plan when published autumn 2022

- Refreshed ASD pathway when published
- Community Safety Strategy (LBC, 2022)
- Revised Suicide Prevention Strategy and Delivery Plan (published autumn 2022)

The Early Year's Partnership will utilise the 'Ladder of Engagement and Participation (NHS, 2022)' approach, as a widely recognised model for understanding and incorporating participation with residents and partners.

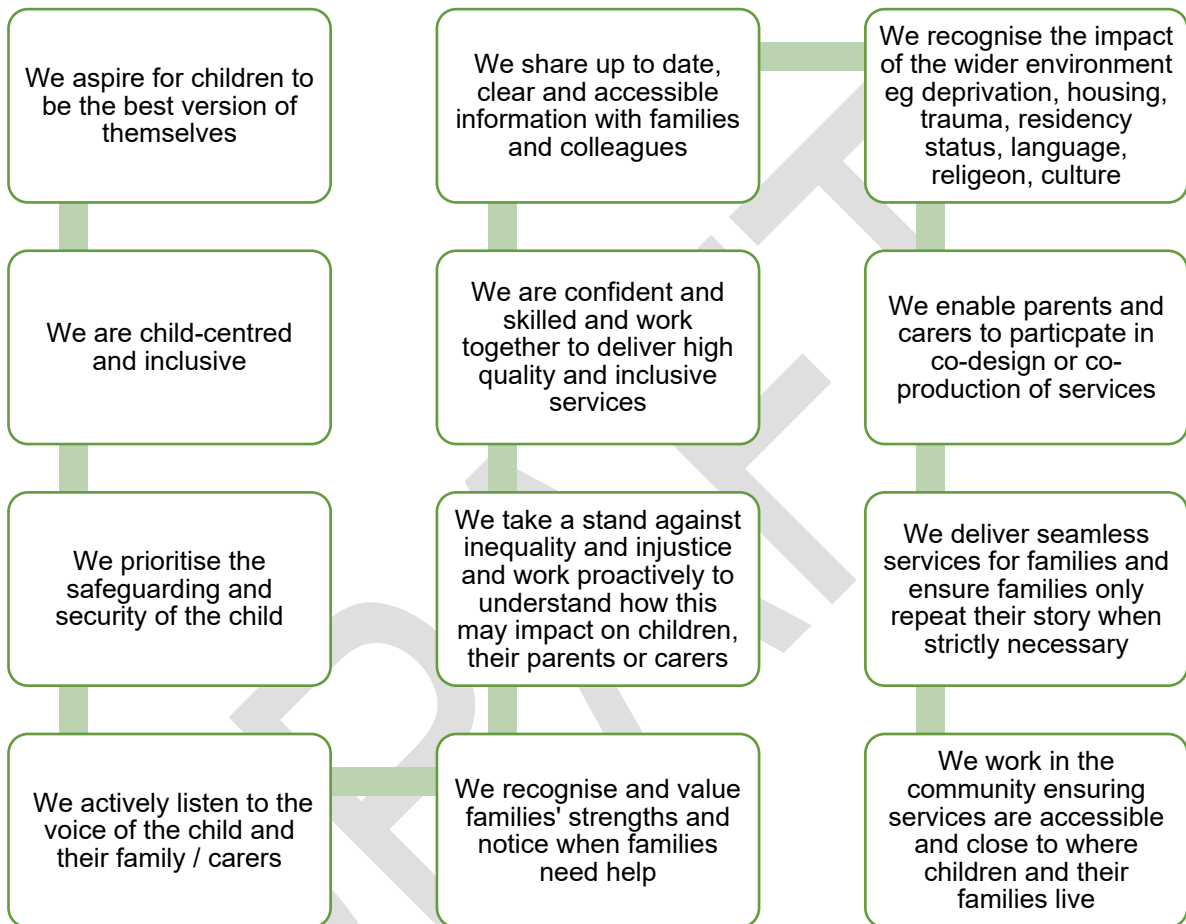
DRAFT

1.3 Principles by which we work

The Early Years Partnership (EYP) is committed to working in accordance with the principles in Figure 2. Improving how we work across the Early Years system will ensure services are more joined up and provide integrated care (London Councils, 2022) for children.

The EYP will review the implementation and impact of these principles on children and families.

Figure 2: The principles of work



1.4 Objectives

The strategic objectives set out in this document are designed to reflect all the influences on a child in the early years. They have been informed by engagement with parents, carers, partners, and the evidence base. The objectives will each have specific actions as part of the Early Years Delivery plan.

DRAFT

Figure 2 Early Years strategy objectives

1. Include the children, mothers, fathers, carers, grandparents, voice in everything we do

2. Provide healthy and safe environments for all children in Croydon to thrive, feel safe and grow into confident young people

3. Actively reduce the risk of education, health and wellbeing inequalities developing in the early years and beyond

4. Recognise and address the individual needs of children and families. For example needs deriving from poverty (food, fuel, and digital); english as an additional language; Looked After or looking after status; special educational needs and disabilities (parent or child); refugee or asylum seeker status; membership of a minority group; living in temporary or inadequate accommodation

5. Provide easy access to physical and virtual services which work together, value families' strengths and provide support at the right time and in the right place

6. Prepare parents and carers for parenthood and help them to develop and sustain a strong bond with their children

7. Enable families to access high quality childcare and all children are supported in childcare, early years and education settings

8. Support the emotional health and wellbeing of parents, carers and children

9. Support the physical wellbeing of children and reduce childhood obesity by promoting healthy eating and physical activity

10. Protect children from hidden harm and serious disease, through information sharing, screening and immunisation

DRAFT

2 The importance of the Early Years, the statutory frameworks and national policy context

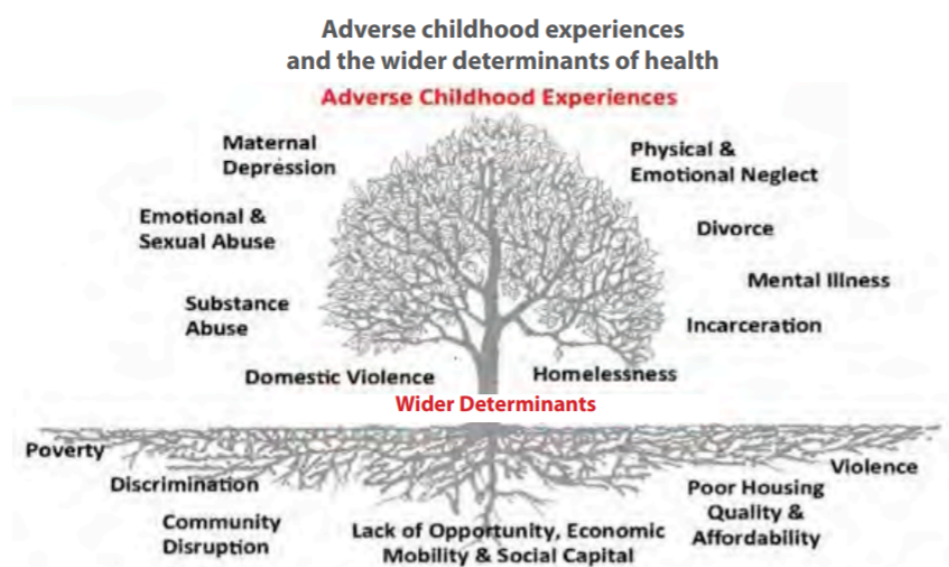
The early years evidence base, national policy and statutory obligations have been used to inform the priorities in this strategy.

2.1 The importance of the Early Years

The evidence base for the importance of the early years is substantial. Figure 2 below sets out the evidence across a range of themes.

What is clear is how interlinked every aspect is and how long lasting and wide ranging the impact of the early years is. For example, there is considerable evidence about the long-term health, social and behavioural impacts of Adverse Childhood Experiences (ACEs) experienced in the early years. This means that all staff in the Early Years should be aware of ACEs, their causes and consequences and be trained in trauma informed practice. (NIHR, 2022) Figure (3) below sets out types of Adverse Childhood Experiences / trauma children can experience in early childhood. We also need to consider the impact of being a refugee or asylum seeker on parents and communities.

Figure 3 Adverse Childhood Experiences

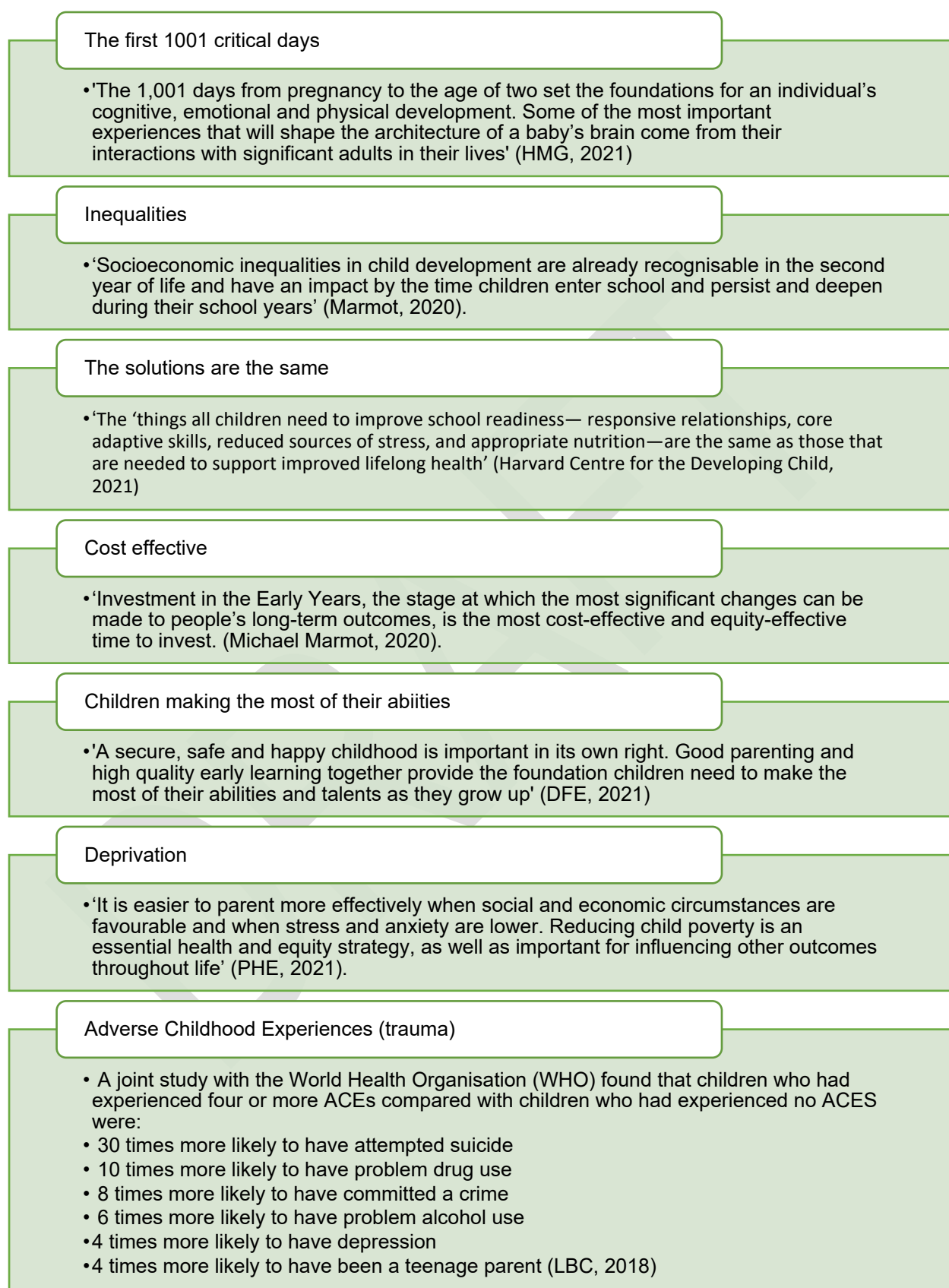


Adapted from: Ellis and Dietz, 2017²⁵

In another example, the 2018 Croydon Director of Public Health report highlights how the future of each child is inextricably linked with their family and wider environment. (LBC, 2018)

- 'The relationship between parents' and carers' social and economic circumstances, their own physical and mental health and that of their children, shows how vitally important it is for us all to understand the wider needs and circumstances of each family and their community. With this understanding, action and support can be offered, by the right people, at the right time, in the right place' (LBC, 2018)

Figure 4 The evidence base for the importance of the early years



2.2 The statutory responsibilities in the Early Years

There are statutory responsibilities which are applicable to all Early Years partners.

Fundamental to improving outcomes for children is to ensure they are kept safe and anyone working in Early Years should make arrangements to safeguard and promote the welfare of children and work in accordance with:

- Childcare Act 2006: to improve the outcomes for all young children, reduce inequalities, and to ensure that there is sufficient high quality integrated early years provision and childcare for parents locally
- Working Together to Safeguard Children Statutory framework: legislation relevant safeguarding and promoting the welfare of children (DFE, 2018)

In practice this means working together to address emerging risks but also building on families' strengths, supporting them with the conditions and tools through which they can develop stability and resilience.

Other key guidance that services should be delivered in accordance with are:

- Children and Families Act 2014 (HMG, 2014)
- Statutory framework for the early years' foundation stage setting the standards for learning, development and care for children from birth to five (DFE, 2021)
- SEND Code of Practice (DFE, 2022)

Duties set out in these documents include:

- to work with partners to improve the wellbeing and outcomes of all children up to five years of age
- ensure that early childhood services are provided in an integrated manner to facilitate access and maximise the benefits of those services to young children and their families.
- to reduce inequalities between children
- to meet the needs of children with SEND.
- ensure that there is sufficient childcare to meet the needs of parents/carers who require childcare

2.3 The Early Years national policy context

Delivering a better start in life is a national priority. The NHS Long Term plan states:

'The NHS plays a crucial role in improving the health of children and young people: from pregnancy, birth and the early weeks of life; through supporting essential physical and cognitive development before starting school' (NHS, 2019)

An objective within the 2019 NHS Mental Health Implementation plan is:

'Support at least 30,000 more women each year to access evidence-based specialist mental health care during the perinatal period. This should include access to psychological therapies and the right range of specialist community or inpatient care so that comprehensive, high-quality services are in place across England' (NHS, 2019)

In March 2021 Best Start in Life report set out six key actions for the early years.

Figure 3 Best Start in Life Key actions 2021

Ensuring families have access to the services they need

1. Seamless support for families: a coherent joined up Start for Life offer available to all families.

2. A welcoming hub for families: Family Hubs as a place for families to access Start for Life services.

3. The information families need when they need it: designing digital, virtual and telephone offers around the needs of the family.

Ensuring the Start for Life system is working together to give families the support they need

4. An empowered Start for Life workforce: developing a modern skilled workforce to meet the changing needs of families.

5. Continually improving the Start for Life offer: improving data, evaluation, outcomes and proportionate inspection.

6. Leadership for change: ensuring local and national accountability and building the economic case.

This strategy has been developed in co-ordination with the development of the Family Hub approach, which aims to give families a physical and virtual offer of support from preconception to children aged 18 or 25 for those with SEND. There is a national requirement to have implemented Family Hubs by March 2025. A key principle of the Family Hubs is accessibility for all, including for example same sex parents, children and parents with disabilities, all ethnic groups and those who have English as an additional language

In July 2022 London Council's published their report and recommendations for integration in early years services. (London Councils, 2022). A statement from the report highlights that:

'Well-integrated early years services and systems can transform lives and this was a clear message from London parents we spoke to. They told us that when services are integrated effectively it helps them to access additional support that they had not realised their child needed, and find their way to specialist help more quickly. It also smoothed transitions and allowed mainstream services to better tailor responses. Conversely, when services are not joined up, this causes frustration, especially for the more vulnerable and those new to the system, including first-time parents and recent UK arrivals. Families who have high needs but are less visible to the system, and are less familiar with it, are at significant risk of falling "through the net"'

In the 2020 UKSHA report 'No Child Left Behind' (UKSHA, 2020) three priority areas for preventing children from being left behind were highlighted:

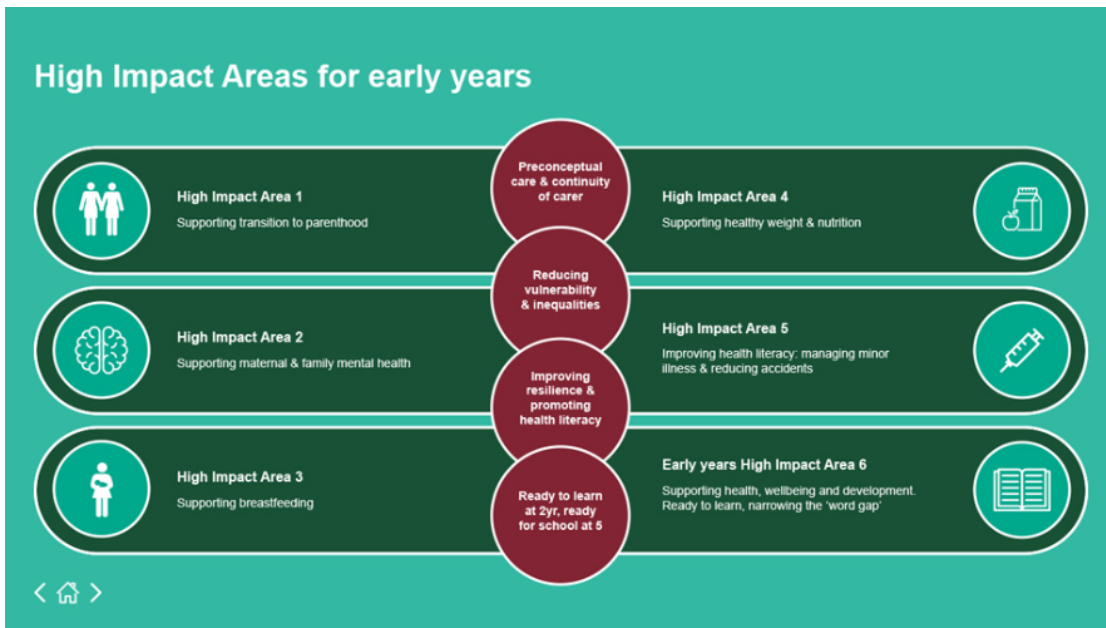
- primary prevention – interventions to address the root causes of vulnerability, tackling health inequalities and the wider determinants of health
- early intervention – interventions to support children and their families
- mitigation – ensuring services help to reduce the negative impact of circumstances and experiences and build resilience (tertiary prevention)

UKSHA advocated for the use of a systematic and holistic approach to effectively address the causes of poor outcomes for children. (UKSHA, 2020)

The government's revised Healthy Child Programme (2021) sets out the key health and wellbeing responsibilities and outcomes for the Early Years and the requirements for the mandated health visiting contacts and six high impact areas.

The six 0 to 5 High Impact Areas are applicable to all providers of services in the Early Years

Figure 4: Healthy Child Programme - 0 to 5 High Impact Areas (OHID, 2021)



3 Croydon situation

3.1 Local strategic context

The Croydon Health and Care Plan (2019 – 2025) identifies *Better start in Life and Maternity* as priority areas and recognises that to improve health and wellbeing services need to focus on:

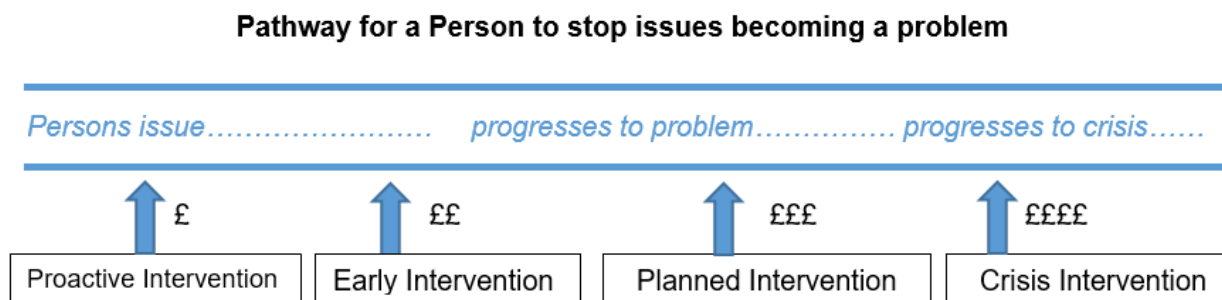
- prevention and proactive care
- untapped potential in our ‘community assets and skills’ and
- integrated services. (SWL CCG)

Croydon’s Prevention Framework aims to create the conditions in which prevention initiatives will flourish and to support Croydon’s aim to reduce inequalities. This is being used to inform this early year’s strategy. The aim of the prevention framework is to:

- underpin the development of our strategies and implementation plans, ensuring our strategies following the same preventative priorities and therefore have a **greatest impact** and
- set out the approach for how we will **embed the preventative approach** in all we do

Figure 5 below illustrates the relative costs of proactive, early and late intervention.

Figure 5 Croydon prevention framework - Pathway for a person to stop issues becoming a problem



The Maternity Transformation Programme (SWL CCG, 2022) aims to ensure high quality services for babies, children, young people and families. It includes actions to improve women's health before, during and after pregnancy, particularly for women from black and minority ethnic backgrounds. (SWL CCG, 2022) Research indicates that women from Black ethnic groups are more likely to enter pregnancy at an unhealthy weight and Black, Asian, and mixed ethnicity women are significantly more likely to die than their white counterparts.

3.2 Current Early Years strategy and governance

Croydon does not have a current Early Years Strategy or active partnership Early Years' governance arrangements. The Best Start Steering group which previously provided the leadership and governance for the Best Start services has not met since 2019. The original principles of the Best Start Services which launched in 2016 are still in place, but Croydon's Early Years services have become increasingly fragmented at both a strategic and operational level. Significant improvement to the coordination and continuity of early years support and services between health, early help, and education is required

Families and the practitioners that support them struggle to:

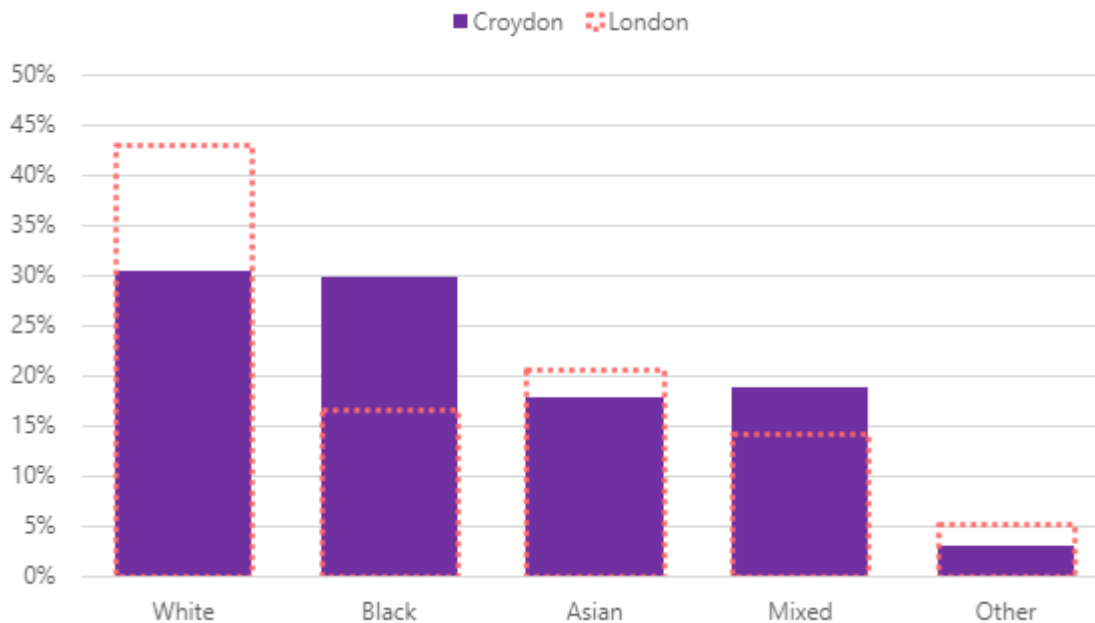
- find out what services are available and when
- access information
- navigate the system

This can discourage families from engaging with services and create delays in receiving help when needed.

3.3 The early years population

There are an estimated 32,774 children between 0 and 5 in Croydon which is the largest population of children aged 0-5 in London. The population is also very ethnically diverse with many parents with English as an additional language, and families and children from war torn countries, most recently the Ukraine. There is also considerable movement in the population across local authorities.

Figure 5 Ethnic mix of the Croydon 0 to 5 population



- 49% of the eligible 2-year-old population benefitted from a funded early education place in January 2020.
- 85% of 3- and 4-year-olds benefitted from a funded early education place in January 2020. For both age groups, take up is below the London and England averages.
- In 2020 74.6% of pupils achieved a good level of development in Croydon in the Early Years Foundation Stage (EYFS) in line with London and above England (71.8%)

4 Local priorities and issues

4.1 Parent, carer and partner feedback feed back

The parent survey and focus groups have identified what parents see as important. 36% of respondents to the parent survey were from ethnic groups, 11% considered themselves to have a disability, and this includes:

- support for preparing after the baby is born
- support for emotional wellbeing and mental health
- support for breastfeeding,
- accessible services close to where parents live including children centres, playgrounds, GP surgeries
- good quality, affordable childcare.

Messages which came across strongly from the partner engagement events were the need for: a joined-up approach, more support for SEND, clear communication, inclusive services and promotion of Early Years as a career.

The report of the first stage of parental and partner engagement can be found in the appendices

4.2 Current strengths, opportunities, challenges and issues

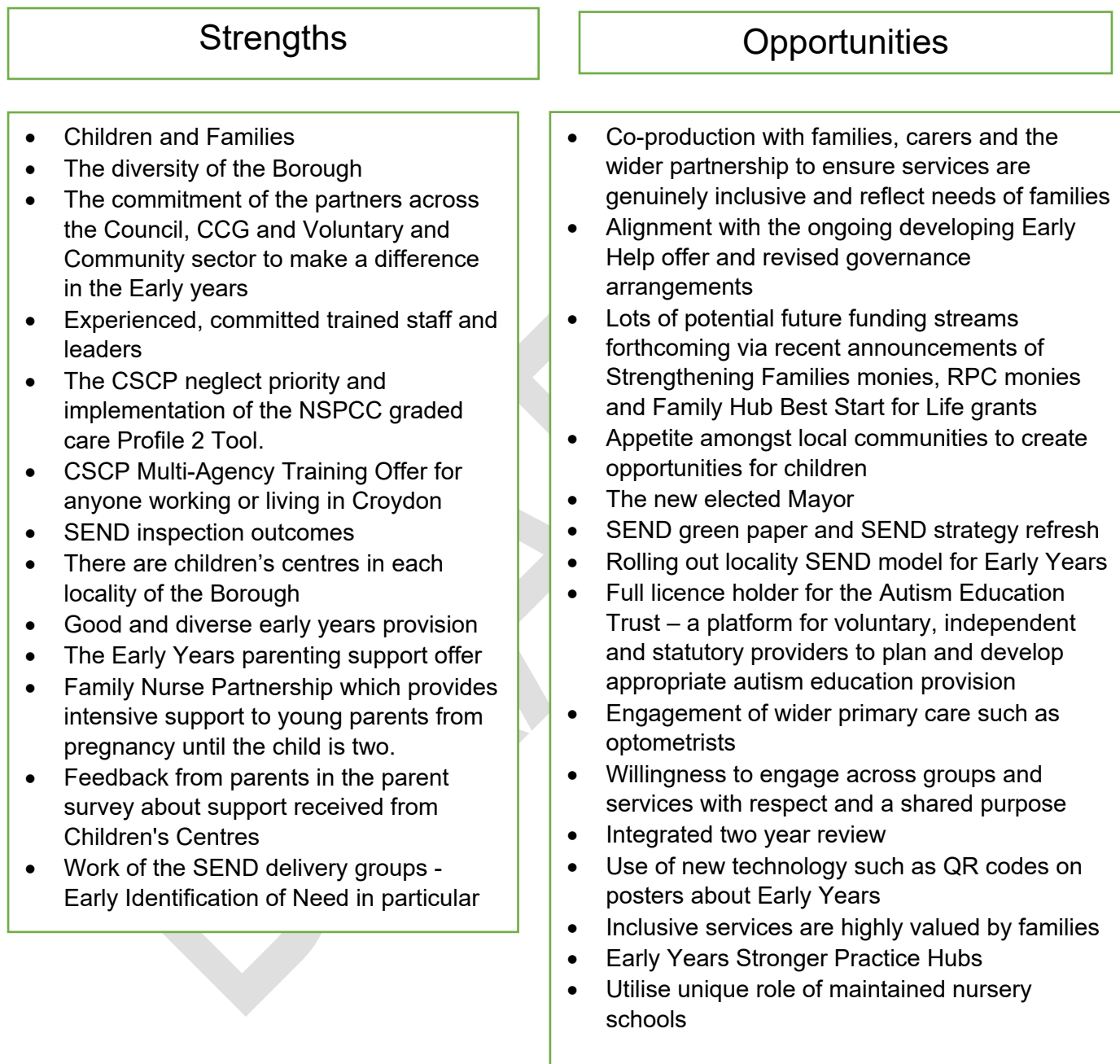
The Early Years partners and parents face a number of serious challenges including recovering from COVID, staff shortages, inadequate housing conditions and coping with the

cost-of-living crisis. Despite the number and range of issues there are also strengths and opportunities that can help mitigate the these.

Figure 6 sets out the strengths, challenges and opportunities that partners identified for the Early Years Services. These have been collected from the range of engagement activities.

DRAFT

Figure 6 The strengths, opportunities, issues and challenges of the current Early Years Services



Issues and challenges

- Increased demand due to the impact of COVID on for example young children's socialisation
- Impact of COVID on early diagnosis and correct school placements
- Maintaining communication across the partnership to ensure join up of the different 'pools' of activity / Lack of communication between teams can reduce the impact of the strategy
- The impact of the cost-of-living crisis on child poverty levels and fuel poverty
- High levels of deprivation.
- Increasing numbers of 0 to 5 children with SEND
- Need for more investment in Early Years SEND provision
- Lack of consistency between the schools and voluntary sector providers with respect to children with SEND
- Conflict between inclusive practice and SEND funding
- Need to link with the outcomes of the SEND inspection
- Challenges around good inclusive practice
- Ensuring that the needs of all children from diverse backgrounds are being met within this strategy
- Information system inter-operability
- Datasets are not sufficiently mature, nor routinely collaborated on, nor do they adequately inform challenge or service design
- Reduced investment in the Children's Centres and Best Start parenting offer
- Change of staff within the Council
- Not all children have their Health Visiting universal checks and there is limited coverage of the High Impact Areas
- The uptake of the funded two-year places is not as high as similar areas across the country
- Low uptake of childhood immunisations particularly MMR2
- Families do not see enough of their health visitors
- Insufficient funding
- The numbers of times families have to tell their stories
- Recruitment, retention and quality of staff
- Nursery settings struggling with staffing also declining quality
- Services are not joined up; there is role overlap which can lead to duplication and inefficiencies
- Instability of future funding for maintained nurseries
- Information and support is inconsistent
- Playgrounds and green spaces are not accessible or looked after well enough
- Funding e.g lack of and equality of access to SENDIF funding
- Transition between Early Years and reception
- Mobility of families not known to services
- The integrated two year review is not well supported across services
- Need to align with the Supporting Families Outcome Framework

5 Delivering the strategy

The strategy will be implemented through a delivery plan organised under six workstreams. Each of the workstreams will be required to work in accordance with the objectives and principles set out above. The delivery plan will run until March 2025. An accessible version of the delivery plan will be produced for use and reference by families, carers and partners. A directory of early years services will be developed as part of publishing Croydon's Best Start in Life offer.

The six workstreams are:

- Finance, governance and communications
- Parental engagement and co-design
- Integrated pathways and accessible evidence-based service delivery
- Maximising opportunity and reducing the risk of health wellbeing, learning and safeguarding inequalities – children and parents with SEND, children and families in temporary accommodation, asylum seekers, refugees, children and families with protected characteristics, young parents, families with domestic violence
- Workforce development and training
- Needs, data and outcomes

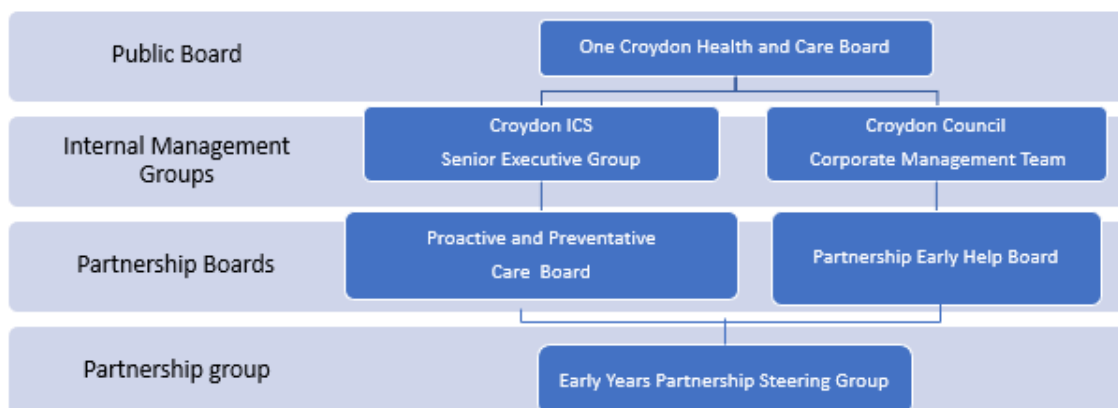
A brief outline of each of the work streams is provided below. The priorities under each of the workstreams will be transformed into a delivery plan in partnership with families, parents, carers and partners.

Each early year's partner will be expected to align their own delivery plans to the objectives and priorities in the strategy and show how they are delivering against these.

5.1 Governance, finance, and communications

Effective governance arrangements will ensure senior oversight, strategic leadership and effective delivery of the vision and implementation of the strategy. The Early Help Partnership Board oversees the development of the strategy on an interim basis. One of key roles of this work stream will be articulating the vision of the strategy and ensuring that all members of the partnership including the voluntary and community sector are signed up to delivering it.

Through consultation with strategic management groups across Council, CCG and the partnership the proposed governance of the strategy is shown below:



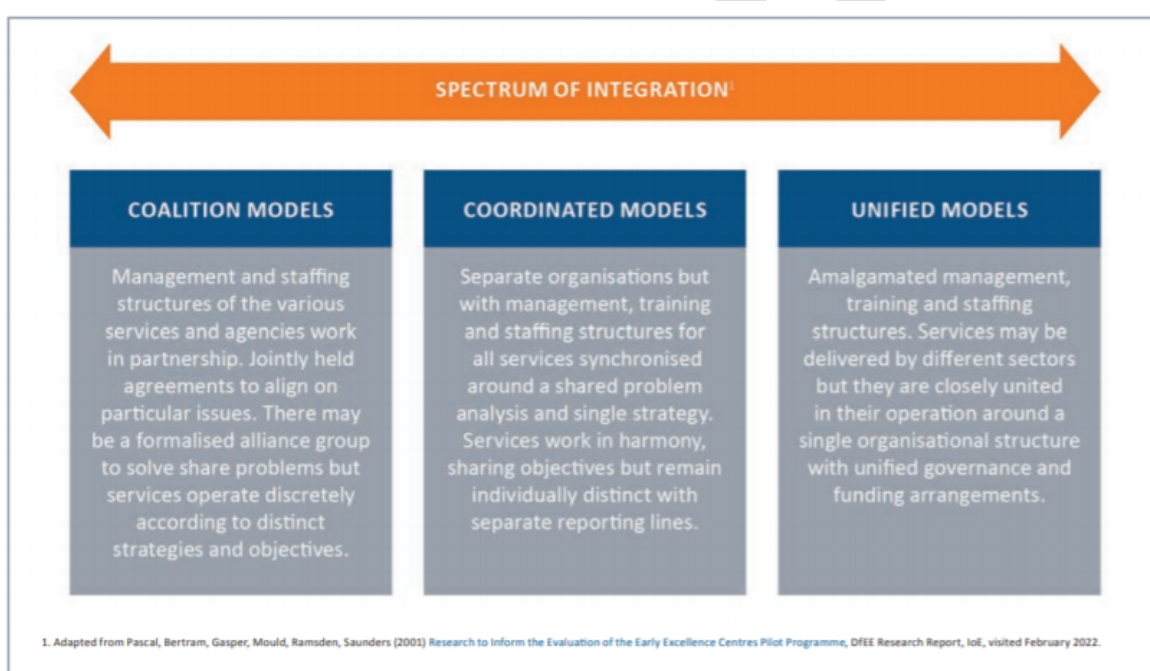
There is significant investment across the Council, Public Health, South West London CCG the Voluntary Community sector and private sectors in early years services. An understanding of the total investment is fundamental to maximising effective use of resources, and to identify and/or unlock opportunities for better targeting and integrating of resources to improve children’s outcomes

Developing joint funding protocols, integrating management, services and/or pathways will improve the child and families’ experience and make a difference to achieving outcomes for children.

Key priorities of the work stream will be to:

- define what level and type of integration is needed using the Beyond Boundaries framework (London Councils, 2022) For more information see appendices.

Figure 7 Spectrum of integration in the Early Years (London Councils, 2022)



- establish a sustainable governance structure for Early Years
- explore opportunities for shared management and budgets
- create integrated leadership/partnership teams across services
- develop a family virtual single point of access/front door
- work with the Early Help, Family Hub and other teams on the parent, child and family ‘directory’ of services
- consult on and create a communication strategy for early years

5.2 Parent and carer engagement and co-design

Parents and carers should be appropriately engaged both as part of the support and care of their child / children and in the design and delivery of services so that they meet the needs of Croydon’s diverse populations. There will be a continuous cycle of engagement (see figure 6 below) approach in developing the strategy; co-producing the delivery and action plan, and feedback from parents and carers as part of the annual review. Across the partnership the strategy will utilise service user feedback and share intelligence from across the Early Years partnership to inform continuous service improvements.

Figure 6 Continuous cycle of engagement



Key priorities of the work stream will be to:

- Develop a parent and carer engagement strategy that incorporates clear plans for engaging with seldom heard groups
- Link in with existing parent and community forums and implement the most effective ways for staff and families to work together on a system level,
- Increase engagement of parents/ carers in parenting programmes, e.g., Bookstart, Chatterbox and Best Start parent programmes
- Create parent panels which are representative of the Croydon population and people from protected characteristics
- Work with parents and carers on a review of accessible information needs
- Work with parents and carers to understand what 'inclusive' means to them.

5.3 Integrated pathways and accessible evidence-based service delivery including communications

Evidence based and accessible services and pathways between services, professionals and across ages which appear seamless for children and families are essential.

Systems and processes need to be in place to ensure continuity of high quality, accessible, early years provision and effective early years and childcare services.

Key priorities of the workstream are:

- Identify the integrated pathways that require improvement and develop actions plans with parents, carers and partners for each of them
- Work with the Family Hubs team to identify evidenced based options for use of the Best for Life offer funding
- Identify the number of times a family could be asked the same details about themselves across common pathways of care
- Develop an annual programme of service improvement for all Early years services
- Ensure that all mothers and new parents are offered appropriate breastfeeding support
- Agree and implement a plan for increasing the uptake of childhood immunisation
- Develop a clear pathway for families and staff for the Tier 2 Early Years weight management programmes

- Develop a plan for embedding the integrated 2-Year-old review across the Borough for all children
- Work with teams across the Early Years partnership and wider to ensure parents and carers received the right joined up support.



5.4 Maximising opportunity and reducing the risk of health wellbeing, learning and safeguarding inequalities – children and parents with SEND, children and families in temporary accommodation, asylum seekers, refugees, children and families with protected characteristics, young parents, families with domestic violence

Ensuring services are flexible and adaptable to children and families with enhanced needs, identifying these early and providing appropriate support is essential for reducing potential inequalities and enabling each child to be the best they can be.

Key priorities for this workstream:

- Review the systems for ensuring all services know children who are at risk at the earliest point
- Develop a service directory jointly with Early Help and other work areas
- Review the SEND provision in the early years, identify the gaps and priorities for development
- Ensure join up with the revised ASD pathway and autism strategy
- Use inequalities data to target interventions and support at individual and system level
- Developing a plan to increase the availability and take up of high-quality early years provision for children with SEND.
- Ensure good join up with the revised SEND strategy and ensure that the Early Years priorities are included in it
- Embed the 2YO integrated review to support early identification and intervention for early years children
- Work with the data from the need and outcomes group to identify the common factors of children in the Borough who are not reaching health and development milestones

5.5 Workforce development and training

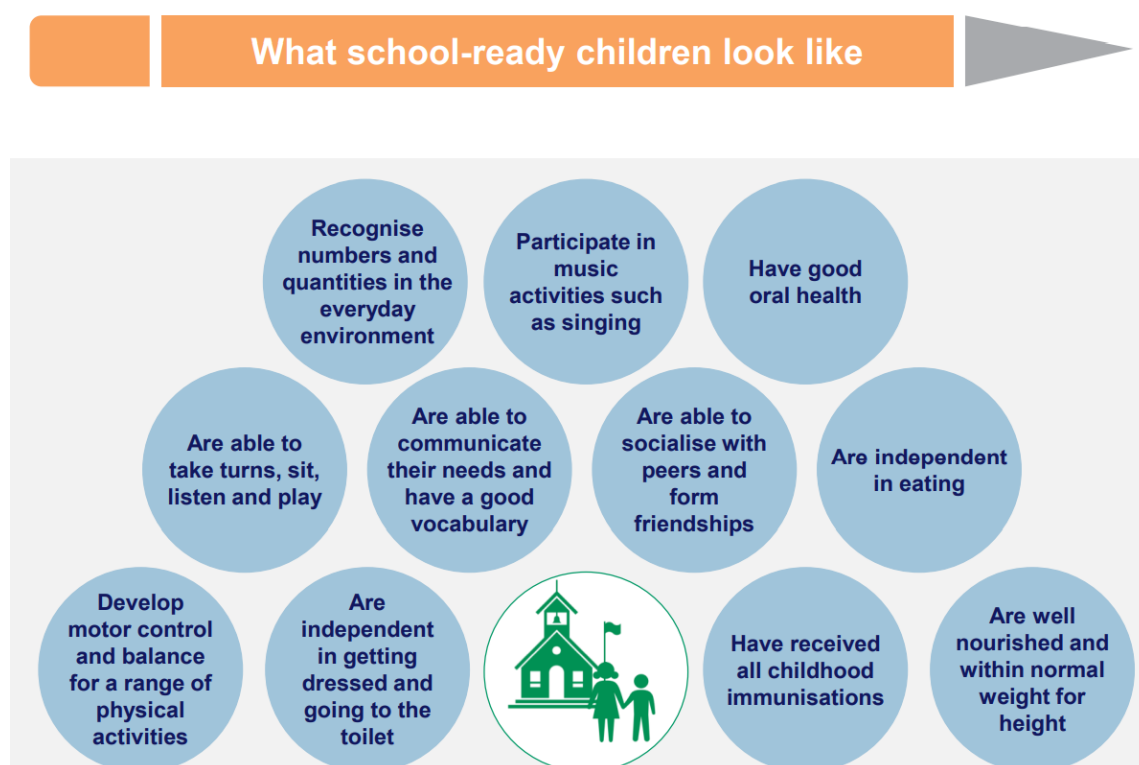
A competent and qualified Early Years workforce is essential so that they can continue to deliver high quality provision which is crucial to improving outcomes for children.

The competence of the team of practitioners, for example, midwives; health visitors; community health specialists; primary care, children's centre staff; childcare and education professionals, speech and language therapists, social workers makes the difference for effective support services for children and families, leading to better outcomes.

It is also essential that the workforce is demographically reflective of the population it serves including those with protected characteristics.

A multi-disciplinary training and development plan will be aligned to the Healthy Child Programme: Six Early Years High Impact areas, (OHID, 2021) the Early Years Foundation Stage (DFE, 2021) safeguarding, inclusive practice, strengths-based practice, trauma informed practice, to ensure the workforce is knowledgeable, and appropriately trained in child health and development, and are able to identify when key developmental milestones are not being met. (see figure 7 below).

Figure 8 What school ready children look like (OHID, 2015)



Key priorities of the workstream are:

- Create a common training framework across the Early Years workforce which is accessible to anyone working in early years
- Agree a common language and practice framework which all Early Years practitioners use e.g. IThrive or systemic practice
- Review the implications of implementing the requirements for the Early Years workforce in the school's white paper (DFE, 2022) and investigate the potential for an early years qualification pathway which encourages aspiration and continuing professional development
- Ensure staff understand their responsibilities for equalities, diversity and inclusive practice and that this is implemented by all. For example, staff to have attended unconscious bias training
- Ensure everyone working with families in the early years are competent in safeguarding practice
- Ensure that all staff working in the early years have attended the Tier 1 healthy behaviours training

- Strengthen the knowledge, skills and understanding of Early Years SENCOs to further their expertise. Implement the Level 2 Special Educational Needs Co-ordinator (SENCO) qualifications
- Identify ways of collecting data about the partnership workforce in order to meet Equalities Act requirements

5.6 Information systems, Outcomes, needs and data

Outcome measures that will both demonstrate how well the strategy is being implemented and what impact it is having on children and families in the early years are vital

The outcomes framework for the Early Years strategy will reflect national and local policy. It will include measures to:

- Assess how well the strategy is being implemented ie progress on the priority areas
- Assess direction of travel for key indicators
- Assess the level and effectiveness of the engagement strategy

Part of this will be identifying ways to assess whether parents and families are receiving the joined up care and support that is core to this strategy.

Data is often held in different places, systems and organisations. This limits the ability to provide seamless services. Data is often not stored in a retrievable format which restricts assessment of the impact of interventions. This workstream will work jointly with the Early Help Partnership Board on the priorities listed below. The role of the workstream will be to ensure that the priorities of the Early Years and its universal components are specifically reflected in the wider work.

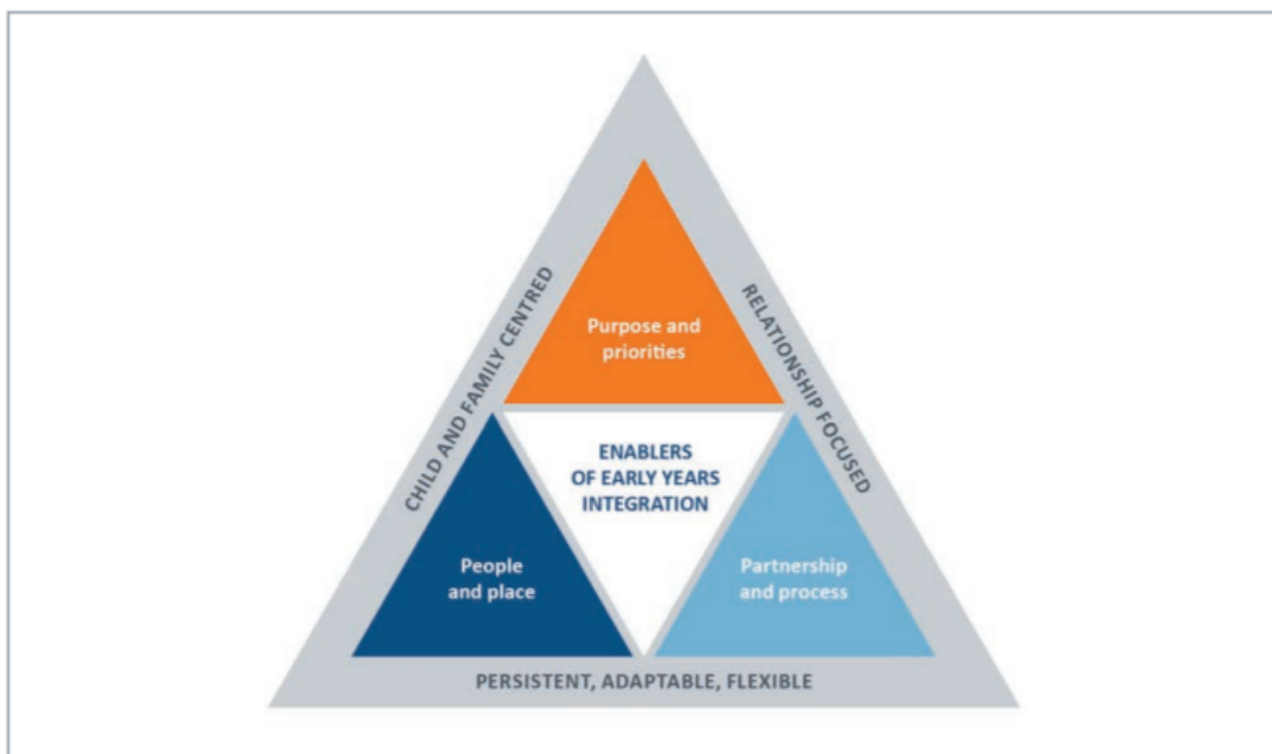
Key priorities for this workstream are:

- Develop an Early Years outcome framework
- Develop an evaluation framework
- Use population level and equalities, diversity and inclusion data to identify inequalities across health, wellbeing, and education of service users and the workforce
- Identify the data sources required to evidence progress on the priorities
- Identify gaps in outcome data availability
- Review the information sharing and consent agreements agreement between partners
- Review existing and develop new information sharing protocols
- Establish a more efficient, integrated and comprehensive information system

6 Appendices

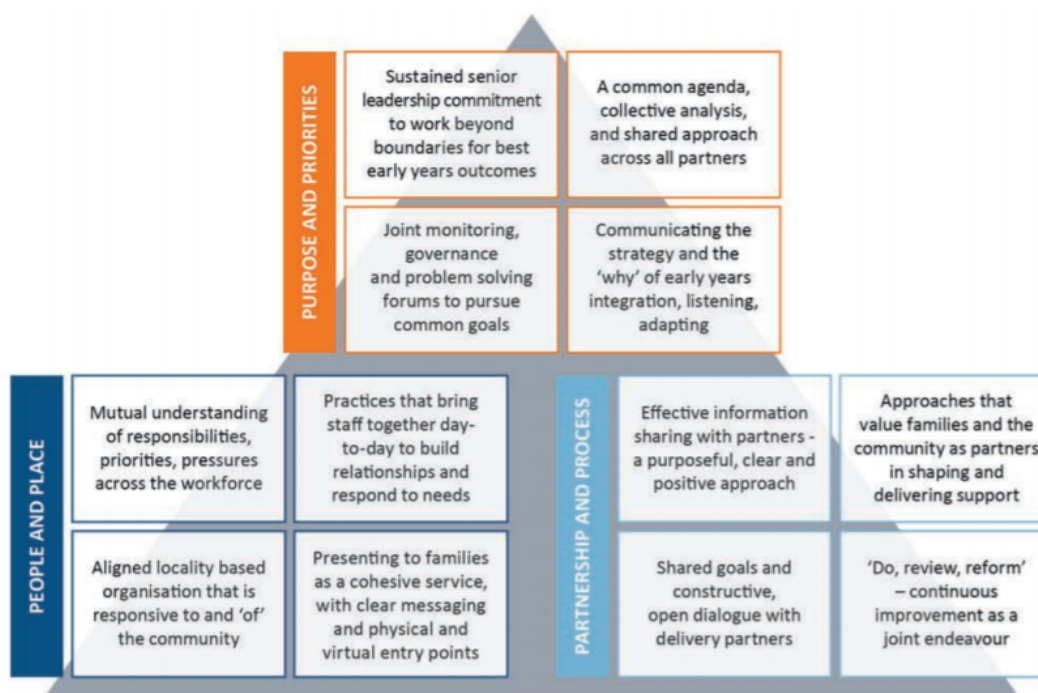
6.1 Early Years integration: Beyond Boundaries report 2022 (London Councils, 2022)

Figure 9: A conceptual framework for what matters for early years integration



DR

Figure 10: Twelve enablers of early years integration



7 References

- DFE. (2015). *Special Educational Needs and Code of Practice*. • https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/398815/SEND_Code_of_Practice_January_2015.pdf.
- DFE. (2018). *Early education and childcare: guidance for local authorities*. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/718179/Early_education_and_childcare-statutory_guidance.pdf.
- DFE. (2018). *Working Together to Safeguard Children*. <https://www.gov.uk/government/publications/working-together-to-safeguard-children--2>.
- DFE. (2021). • *Statutory framework for the early years foundation stage Setting the standards for learning, development and care for children from birth to five*. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/974907/EYFS_framework_-_March_2021.pdf.
- DFE. (2021). *Early Years Foundation Stage*. <https://www.gov.uk/government/publications/early-years-foundation-stage-framework--2>.
- DFE. (2021). *Family Hubs Model Framework*. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1030245/Family_Hub_Model_Framework.pdf.

- DFE. (2021). *Statutory framework for the early years foundation stage. Setting the standards for learning development and care for children from birth to five.*
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/974907/EYFS_framework_-_March_2021.pdf.
- DFE. (2022). *Education Recovery In Early Years Providers.*
<https://www.gov.uk/government/publications/education-recovery-in-early-years-providers-spring-2022/education-recovery-in-early-years-providers-spring-2022>.
- DFE. (2022). *Education Recovery Support.*
<https://www.gov.uk/government/publications/education-recovery-support>.
- DFE. (2022). *Opportunity for all: Strong Schools with great teachers for your child.*
<https://www.gov.uk/government/publications/opportunity-for-all-strong-schools-with-great-teachers-for-your-child>.
- DFE. (2022). *SEND review: Right support, right place, right time.*
<https://www.gov.uk/government/consultations/send-review-right-support-right-place-right-time>.
- DHSC. (2022). *Women's Health Strategy for England.*
<https://www.gov.uk/government/publications/womens-health-strategy-for-england>.
- EIF. (2021). *Growing up in the Covid-19 pandemic.* <https://www.eif.org.uk/report/growing-up-in-the-covid-19-pandemic-an-evidence-review-of-the-impact-of-pandemic-life-on-physical-development-in-the-early-years>.
- Harvard Centre for the Developing Child. (2021). *5 facts about health that are often misunderstood.* <https://developingchild.harvard.edu/resources/5-facts-about-health-that-are-often-misunderstood/>.
- HMG. (2014). *Children and Families Act.*
<https://www.legislation.gov.uk/ukpga/2014/6/contents/enacted>.
- HMG. (2018). *Working Together to Safeguard Children Statutory Framework.*
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/942455/Working_together_to_safeguard_children_Statutory_framework_legislation_relevant_to_safeguarding_and_promoting_the_welfare_of_children.pdf.
- HMG. (2021). *Best Start for Life: A vision for the first 1001 critical days.*
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/973112/The_best_start_for_life_a_vision_for_the_1_001_critical_days.pdf.
- HMG. (2021). *The Best Start in Life.*
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/973112/The_best_start_for_life_a_vision_for_the_1_001_critical_days.pdf.
- I-Thrive. (2022). *Implementing Thrive.* <http://implementingthrive.org/>.
- Knight, M., Bunch, K., Cairns, A., Cantwell, R., Cox, P., Kenyon, S., . . . MBRRACE-UK, o. b. (2020). *Saving Lives, Improving Mothers' Care rapid report.* University of Oxford, Healthcare Quality Improvement Partnership and National Perinatal Epidemiology Unit, UK. Retrieved from https://www.npeu.ox.ac.uk/assets/downloads/mbrpace-uk/reports/MBRRACE-UK_Maternal_Report_2020_v10_FINAL.pdf

- LBC. (n.d.).
- LBC . (2018). *2018 Director of Public Health REport: Early Experience Last a Lifetime*.
<https://www.croydon.gov.uk/sites/default/files/articles/downloads/Director%20of%20Public%20Health%20report%202018.pdf>.
- LBC. (2003). *EARLY YEARS*. web link to document .
- LBC. (2018). *The first 1000 days: Early Experiences Last a Life Time*.
<https://www.croydon.gov.uk/sites/default/files/articles/downloads/Director%20of%20Public%20Health%20report%202018.pdf>.
- LBC. (2019). *Special Educational Needs and/or Disabilities*.
<https://www.croydon.gov.uk/sites/default/files/Special-Educational-Needs-and-or-Disabilities.pdf>.
- LBC. (2020). *Croydon Partnership Early Help Delivery Plan*. <http://croydonlcsb.org.uk/wp-content/uploads/2020/01/Croydon-Partnership-Early-Help-Delivery-plan-updated-January-2020-002.pdf>.
- LBC. (2022). *Croydon's Children's Safeguarding Partnership*. <https://croydonlcsb.org.uk/>.
- Michael Marmot, J. A. (2020). *Build Back Fairer*.
<https://www.health.org.uk/sites/default/files/2020-12/Build-back-fairer--Exec-summary.pdf>.
- Michael Marmot, J. A. (2020). *Health Equity in England: The Marmot Review 10 Years On*.
<https://www.health.org.uk/publications/reports/the-marmot-review-10-years-on>.
- NHS. (2022). *Ladder of Engagement*. <https://www.england.nhs.uk/get-involved/resources/ladder-of-engagement-2/>.
- NIHR. (2022). *Adverse Childhood Experiences: what support do young people need*.
<https://evidence.nihr.ac.uk/collection/adverse-childhood-experiences-what-support-do-young-people-need/>.
- OHID. (2021). *Commissioning of public health services for children*.
<https://www.gov.uk/government/publications/commissioning-of-public-health-services-for-children/health-visiting-and-school-nursing-service-delivery-model>.
- OHID. (2022). *Public Health Outcomes Framework*.
<https://fingertips.phe.org.uk/profile/public-health-outcomes-framework>.
- PHE. (2018). *Best Start in Life and Beyond*.
- PHE. (2021). *High Impact Area 6*.
<https://www.gov.uk/government/publications/commissioning-of-public-health-services-for-children/early-years-high-impact-area-6-ready-to-learn-and-narrowing-the-word-gap#:~:text=PHE%20's%20ambition%2C%20'ready,eat%20independently>.
- Public Health England. (2020). *Maternity high impact area: Supporting healthy weight before and between pregnancies*. UK. Retrieved from
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/942476/Maternity_high_impact_area_3_Supporting_healthy_weight_before_and_between_pregnancies_.pdf

SWL CCG. (2022). *Our work: maternity*. <https://www.southwestlondonics.org.uk/our-work/maternity/>.

SWL CCG. (n.d.). *Croydon Health and Care Plan*. <https://swlondonccg.nhs.uk/your-area/croydon/croydon-our-plans/croydon-health-and-care-plan/>.

UKSHA. (2020). *No Child Left Behind*.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/913764/Public_health_approach_to_vulnerability_in_childhood.pdf.

DRAFT

DRAFT

Report from the engagement on Croydon's draft Partnership Early Years strategy July 2022

Contents

1. Executive Summary	2
2. Scope and purpose of the engagement.....	3
3. Parent Carer survey.....	3
3.1 Survey delivery.....	3
3.2 The respondents	3
4. What was important to parents and carers?	5
4.1 What support did parents say was important during pregnancy?	5
4.2 First year of the child's life.....	6
4.3 Child health and managing minor illnesses.....	7
4.4 Learning and development and preparing for school.....	8
4.5 Where and how you receive support.....	9
4.6 Facilities and activities	9
4.7 The wider environment.....	10
4.8 The impact of COVID-19.....	11
4.9 Main themes from the comments.....	12
5. Summary of Responses – Partner feedback	13
5.1 Feedback on the scope image	13
5.2 Feedback on the vision and the objectives	15
5.3 Feedback about the principles	18
5.4 Impact of COVID	19
5.5 Integrated pathways and seamless support.....	22
5.6 Inequalities.....	25
5.7 Workforce development	27
6. Appendix - Written comments from the parent / carer survey	29

1. Executive Summary

This report includes the key messages from the engagement activities designed to inform the development of the draft Early Years Strategy and Delivery Plan. These include:

- A parent / carer survey (472 responses)
- Partner workshops (100 plus partners from across Early Years)
- Interviews with parents and meetings with key partners as part of the activities to deliver the long term engagement plan

Whilst the parent carer survey was intended to reach all parents and carers 85% of respondents were mothers, 96% identified as straight and 11% reported having a disability. According to the 2011 census 37% of the adult population is from an ethnic group and 36% of the survey respondents were from an ethnic group. There was broad geographical representation from across the Borough.

This demographic analysis will be used to drive more targeted intervention with groups and areas which are underrepresented in the engagement activities so far.

Parents and carers responding to the survey were asked to choose areas which it was important to have support with. A high proportion of respondents said support was important with:

- preparing after the baby is born
- emotional and mental health
- breastfeeding
- knowing how to manage minor illnesses

Parents and carers were also asked how important different services, locations, timings, the wider environment were. Areas which a high percentage of parents said were very or somewhat important were:

- accessible services close to where parents live including children centres, playgrounds, GP surgeries
- good quality, affordable childcare

200 parents and carers provided written comments. Key themes were the importance of:

- children's centres,
- health visiting
- playground access
- the cost of child-care
- support with breastfeeding.

The full range of comments grouped by theme can be seen in Appendix A.

Parents/carers were also asked the impact of COVID on them as a parent/carers as well as their child. Here, the areas which scored high were all related to forms of social contact and activities.

Partners were asked to feedback on the draft scope, vision, objectives, principles and the impact of COVID on families and children. They were also asked for key challenges and priorities for three themes: 1. integrated pathways and seamless care, 2. maximising opportunity and reducing inequalities and 3. workforce development and training.

Messages which came across strongly were the need for:

- join up between services, professionals, pathways
- support for SEND
- clear communication
- promotion of Early Years as a career.

The full range of comments are included later in this report.

The feedback from these engagement activities has been reflected in the draft strategy.

2. Scope and purpose of the engagement

The purpose of this stage of the engagement activities was to inform the drafting of the Early Years strategy and to ensure that issues important to parents, carers, families and partners were appropriately reflected in the document.

Further engagement activities such as focus groups with parents and carers are planned inform the development and implementation of the more detailed delivery plan.

This report provides the key messages from the parents, carers and families survey and the partner workshops

3. Parent Carer survey

3.1 Survey delivery

The survey was online and paper copies were available at Children's Centres, libraries and childcare settings. There was also a translate function on the electronic version of the survey.

3.2 The respondents

472 people completed the survey. 462 of these responded online via the Get Involved website whilst 10 people completed the survey in paper format, these were scanned and emailed in. Of the paper copies, some contributions were missing, however, data that was available was captured in the results.

The target was to receive 1000 plus responses. The reasons why this target was not reached are being reviewed, this will include reflection on the style and content of the survey.

Table 1 below shows the range of people who responded to the survey. Although the aim was to have a mix of respondents a clear majority, 85.1% were mothers and 7% were fathers. Respondents were asked about their sexual orientation and 4% of respondents identified as gay or lesbian, bisexual or other. The most common stage of the respondents (50%) was people with children between the ages of 1, followed by children between 3 and 5. 36% of the respondents were from an ethnic group or mixed white and ethnic group.

Table 1. Respondent characteristics

Status	%	Stage	%	Sex	%	Sexual orient.	%	Ethnicity	%	Age	%	Disability	%
Mother	85%	Pregnant	6%	Female	91%	Straight	96%	White	62%	19-25	4%	Visually impaired	0%
Father	7%	Babies/children in their care under 1	21%	Male	7%	Gay or lesbian	1%	Black	14%	26-34	29%	Hearing impaired	0%
Grandparent	4%	Babies/children in their care between 1 and 3	50%	Preferred not to say	1.70%	Bisexual	2%	Asian	12%	34-44	56%	Mobility disability	1%
Carer	2%	Babies/children in their care between 3 and 5	34%			Other	1%	Mixed Black white, Asian White	8%	45-54	6%	Learning disability	2%
Other	3%	Children in their care of reception age	16%					Other ethnic group	2%	55-64	3%	Communication disability	1%

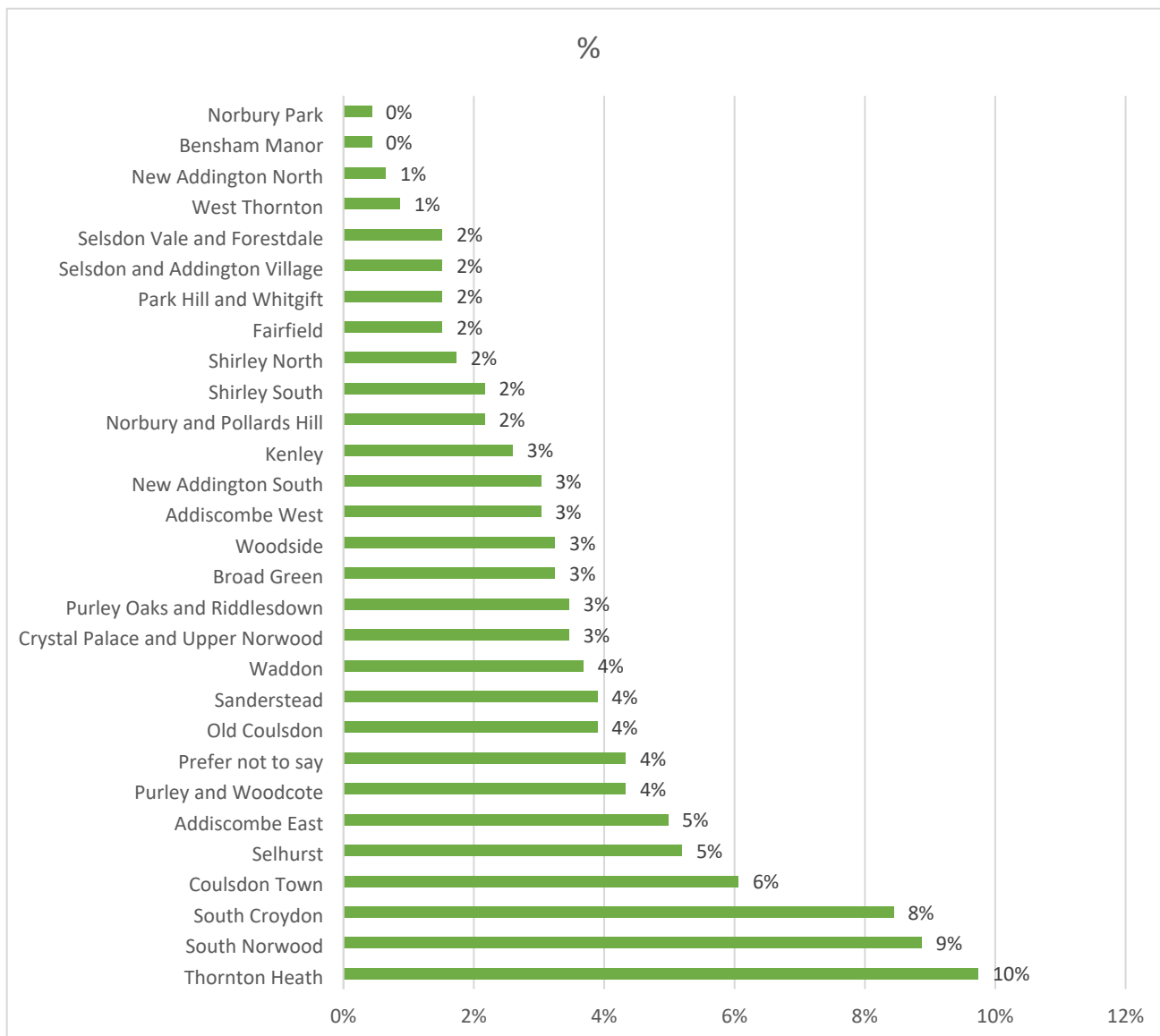
		Other	13%				65 plus	1%	Hidden disability: sickle cell, diabetes, asthma, autism, ADHD	7%
							Preferred not to say	1%	None	69%
									Other	
									Preferred not to say	12%

Table 2 shows the detailed breakdown of the respondents by ethnic group compared to the ethnic group of the general population.

Ethnic group of respondents	Number		Croydon % from 2011 census
		%	
White English / Welsh / Scottish / Northern Irish / British	218	49%	47%
White Irish	8	2%	2%
Any other White background	61	14%	6%
White and Black Caribbean	8	2%	3%
White and Black African	5	1%	1%
White and Asian	12	3%	1%
Any other Mixed / multiple ethnic background	13	3%	2%
Indian	24	5%	7%
Pakistani	11	2%	3%
Bangladeshi	5	1%	1%
Chinese	7	2%	1%
Any other Asian background	8	2%	5%
Black African	21	5%	8%
Black Caribbean	38	9%	9%
Any other Black background	5	1%	4%
Other ethnic origin (please specify)	8	2%	0%

Graph 1 below shows the respondents by ward. This shows an encouraging distribution across the different areas of the Borough.

Graph 1. Respondents by ward.



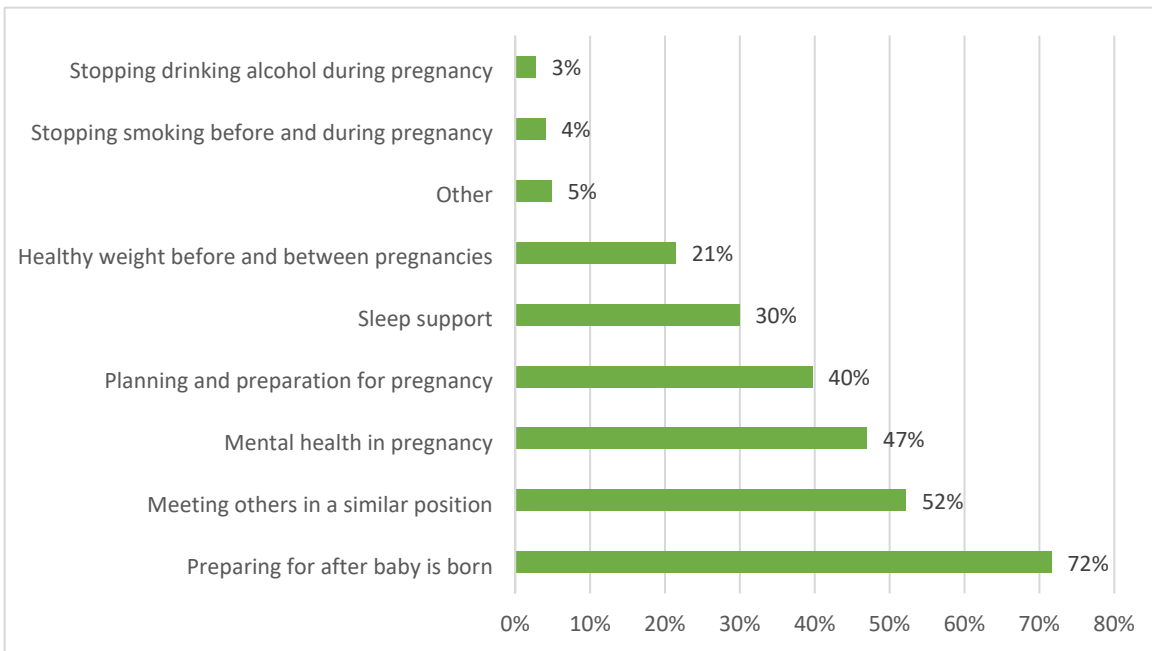
4. What was important to parents and carers?

The purpose of this survey was to learn what was important to parents, families and carers at the different stages from pregnancy to reception age. Parents also provided written comments examples of which have been included in each section. The full list of parent comments can be seen in Appendix A.

4.1 What support did parents say was important during pregnancy?

Graph 2 shows that the support which the highest percentage of parents (72%) said was important was preparing for after the baby is born. 52% said support with meeting parents in a similar position and 47% of parents identified mental health support.

Graph 2 Top three most important support areas in pregnancy



Lack of face to face support for breastfeeding, health anxiety for children and general mental health support for new mothers. It's shocking. The antenatal classes supposedly 'prepare' you for birth but do not even cover fully c sections, traumatic births and the first stage of caring for a newborn. It's actually a joke.

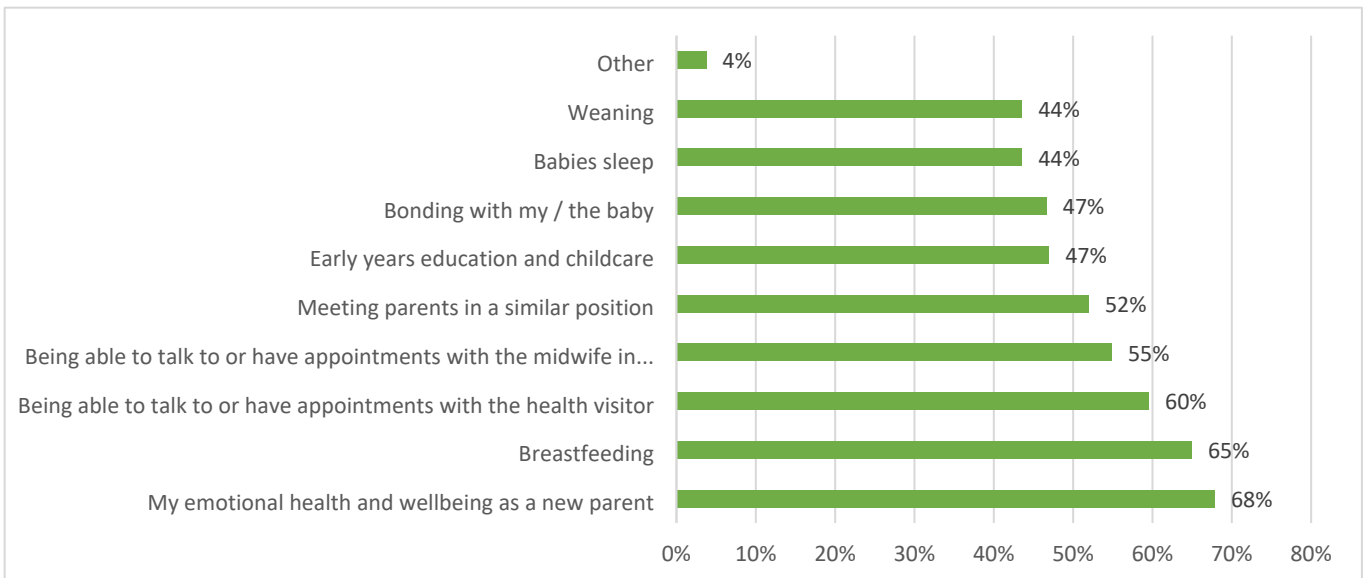
As a pregnant woman there was no access to antenatal classes and I felt completely unprepared for birth causing anxiety and stress. It seems as well now that baby is here that the local children's centre has been closed and I have to travel to a 'hub' to access support. This unfairly impacts those that are unable to travel easily and limits local social links which are vital for new mums.

4.2 First year of the child's life

Respondents were asked to choose up to six of the most important things they needed support with during the first year of their baby's life.

The two highest scoring areas were support for emotional health and wellbeing and breastfeeding with being able to talk to and have appointments with the health visitor coming third.

Graph 3 Top 6 most important support areas in the first year



'- please keep health visitor appointments for new mums

- breastfeeding support is so dependant on who Yiu know and I feel could be much better, I relied on peer support and could have done with access to something more formal

- I think womens mental health support for mothers is really important

- I feel concerned about the lack of free activities available to people, particularly with wriggle and rhyme not on at all libraries. It feels like a real divide for those on lower incomes

- support for parents to understand children's behaviour I'm concerned by the lack of appropriate information out there ans the number of parents that don't understand why children behave as they do.

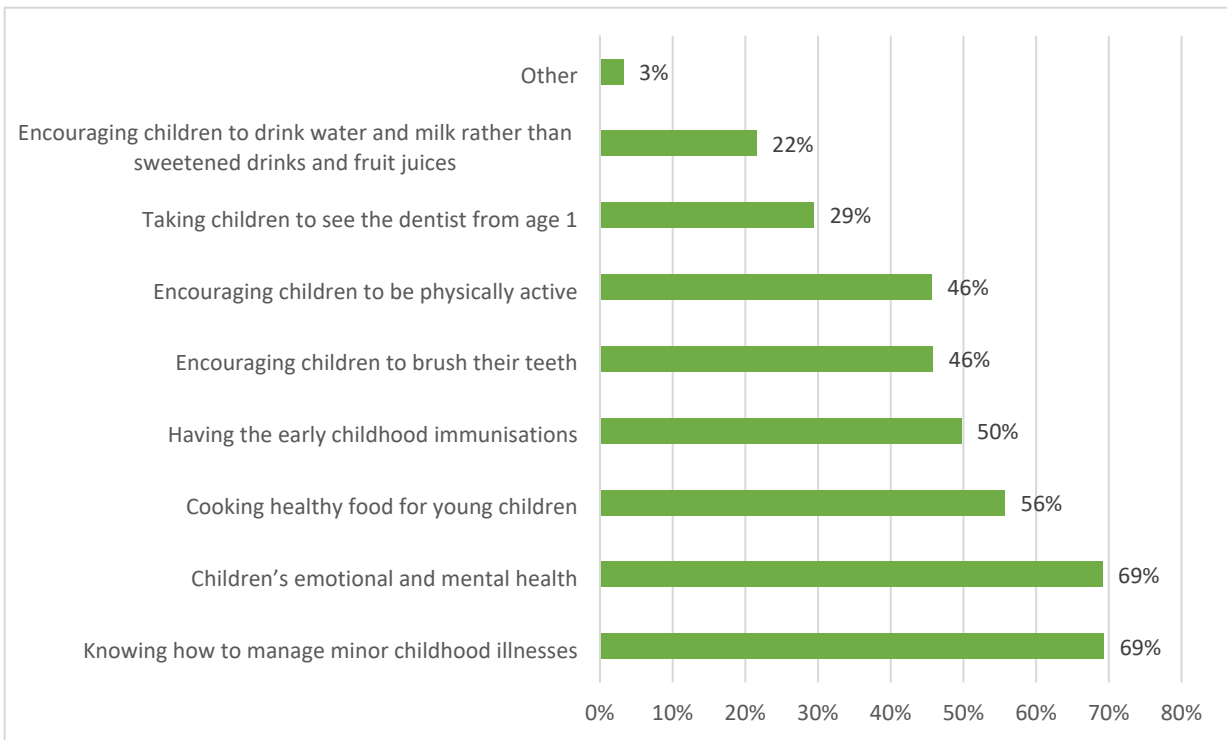
Please look at improving breastfeeding support in our area. Please improve the website so parents can find out about local classes for babies. I felt really abandoned in the first few weeks after having a baby.

4.3 Child health and managing minor illnesses

Respondents were asked to choose up to five of the most important things for them for their Child's health and managing minor illnesses

The two highest scoring areas were knowing how to manage childhood illnesses and support for children's emotional and mental health, with cooking healthy food for young children third. The lower score for taking children to the dentist may be more reflective of the general understanding of the availability of dentist appointments for children from the age of 1. This merits further exploration.

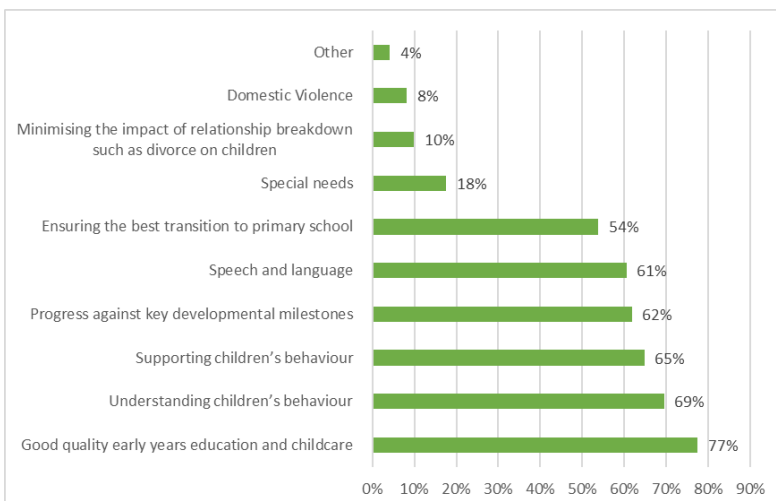
Graph 4 What support do parents and carers want for health and minor illnesses



4.4 Learning and development and preparing for school.

Parents were asked to identify the top five areas for support with learning and development and preparing for school. The highest % was for good quality early years education and childcare, with understanding and supporting children's behaviour being second and third. While support with domestic violence and minimising impact of relationship breakdown were smaller percentages, there were still 47 and 38 respondent who highlighted the need for support. Likewise, while only 18% of respondents said support for special needs this equates to 83 respondents.

Graph 5. Support needed for learning and development and preparing for school



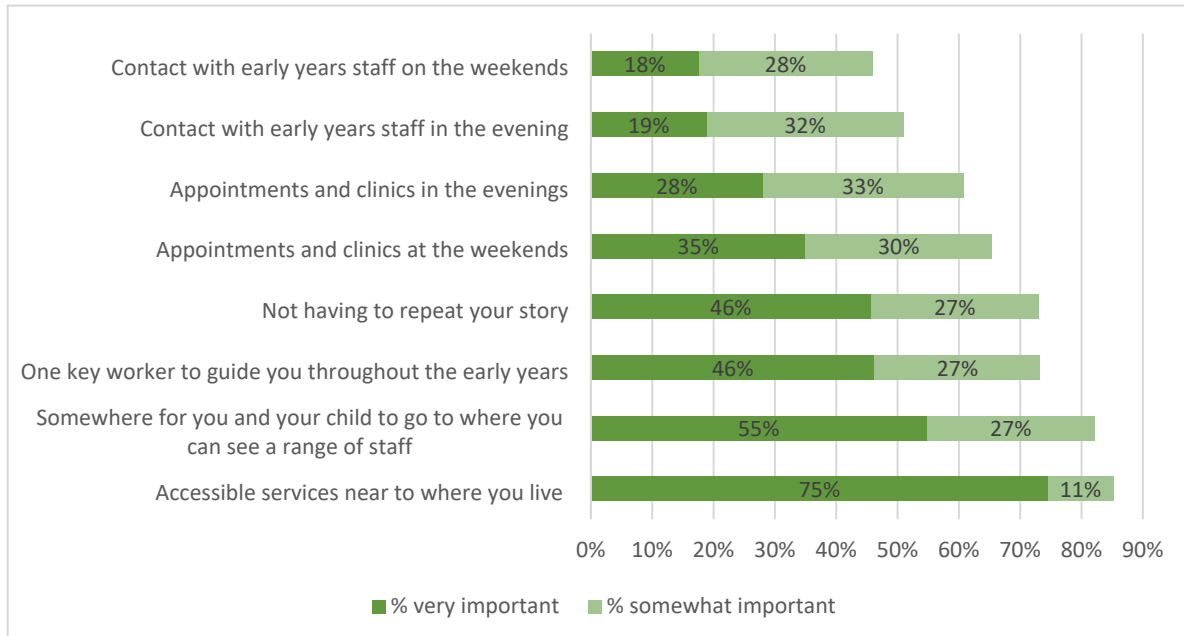
Should arrange more activities and holiday clubs for children with special educational needs.

Improved access for special needs children to local services preferably face to face

4.5 Where and how you receive support.

Graph 6 shows the importance of accessible services near to where parents and carers live. Somewhere where you can see a range of staff, one key worker throughout the early years, not having to repeat the story were also very important to parents. Over 65% of parents and carers thought having clinics and appointments at weekends was very important or somewhat important.

Graph 6 When and how parents and carers receive support

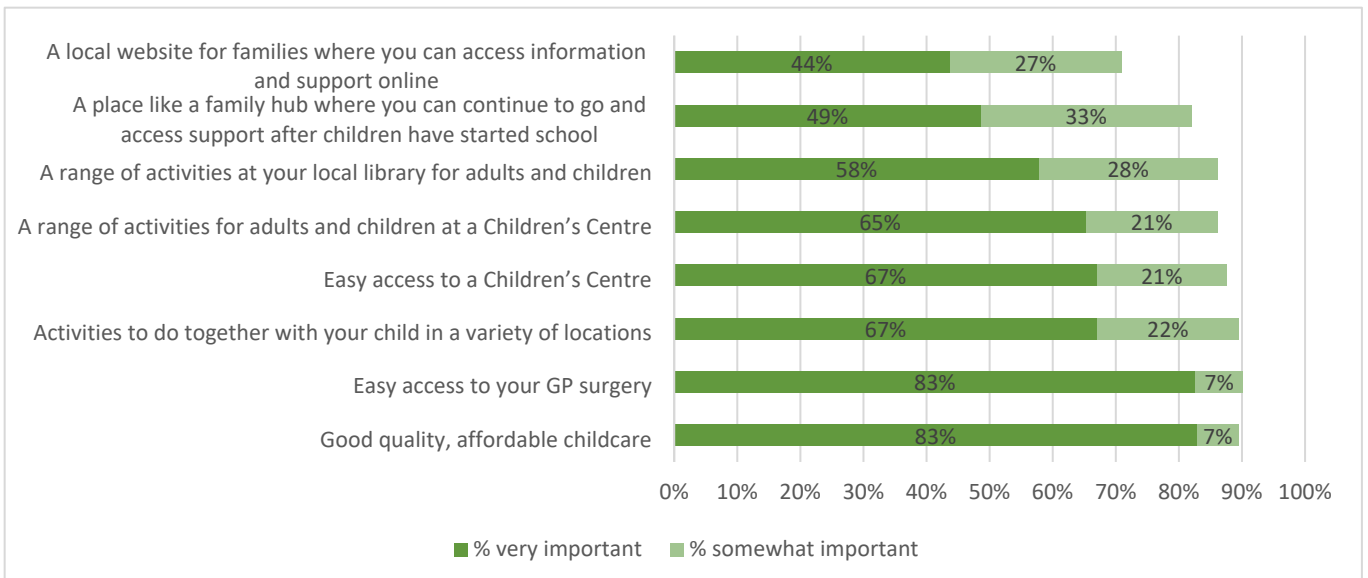


4.6 Facilities and activities

Respondents were asked to rate the importance of a range of activities and facilities.

90% said that easy access to their GP surgery was very and somewhat important. The third most selected choice was activities to with their child 89% and 88% wanted easy access to a children's centre.

Graph 7 Important activities and facilities



Croydon has just cut all early years services both in children centres and libraries so this survey feels completely pointless and pie in the sky. Without any local activities, children will suffer. By LOCAL I mean within walking distance. There is nothing walkable for me.

Nothing. There has only ever been one service in the 5 years I've tried to access them and that was a terrible afternoon stay and play at Canterbury. I took my 8 month old and was told she was too young and it would be pointless staying (it was advertised as 0-5). If you have a disability, or are struggling with physical or mental health post-pregnancy, how are you supposed to catch multiple over crowded unreliable buses just to access basic services? It's appalling.

I have really missed the full and flexible timetables that Children's Centres used to offer. Many local church playgroups have also stopped running. Stay and Plays for under 5s made such a difference for me and my first child; I have missed these and have in truth experienced loneliness and isolation with my youngest.

I think there should be support for people going up to 2 children- I think the challenges of this is overlooked in services.

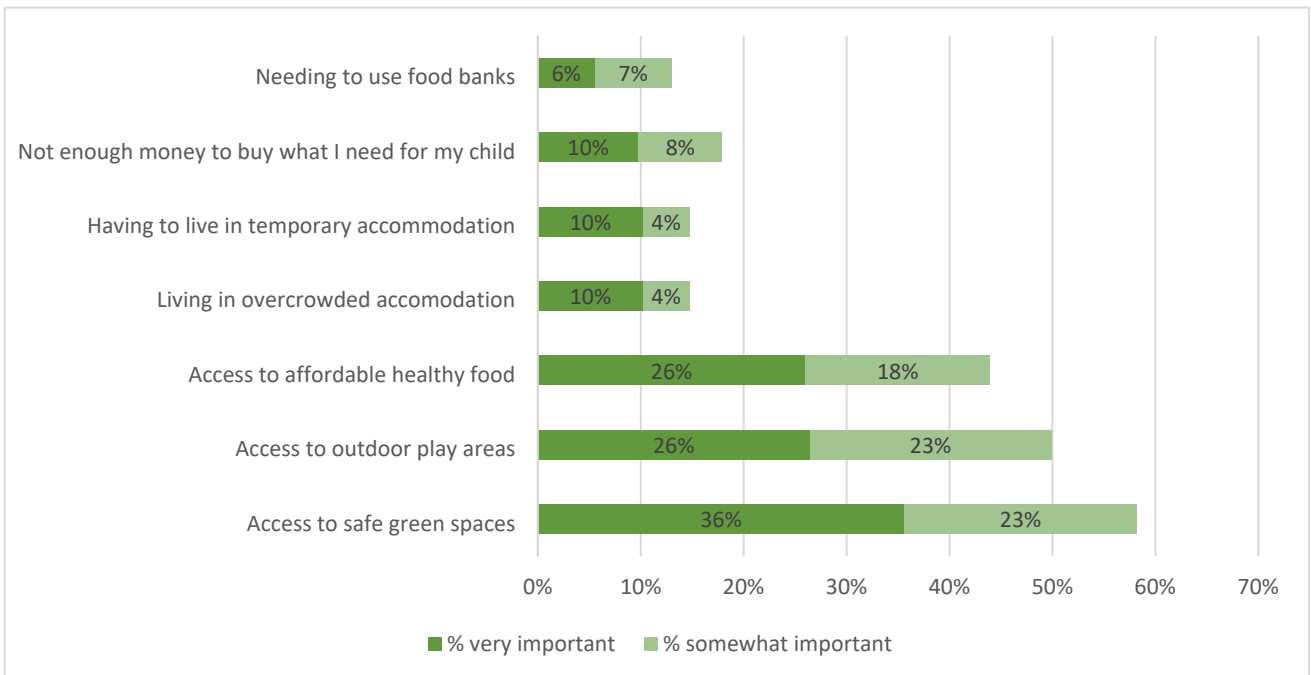
I also used to really value regular opportunities to get my first baby weighed and ask the health visitor questions about sleep, feeding and development- I definitely missed this in the pandemic with my second child.

4.7 The wider environment

The three most important areas in the wider environment questions were access to safe green spaces, access to outdoor play areas and access to affordable healthy food.

48 people said that having to live in temporary accommodation and living in overcrowded accommodation was very important and 46 said they did not have enough money to buy what they need for their child.

Graph 8 The wider environment



There should be no future flat buildings in West Thornton without consideration for developers providing full and complete indoor and outdoor play areas for kids of all ages and parking for adults. The drive to fill every available space with flats is choking the area without any compensation for existing residents. Your strategy is building ghettos not communities with kids being forced to meet in stairways and appartement corridors resulting in thousand of pounds of damage to leaseholders

*The playgrounds in Croydon need a lot of work. You mention the fact Croydon has the most young people but it also has the worst parks.
Old, unkept equipment, little wildlife all vermin!
It is quite depressing for mothers in the tightly cramped overcrowded social housing to get out and enjoy the outdoors when the parks have little to be desired.*

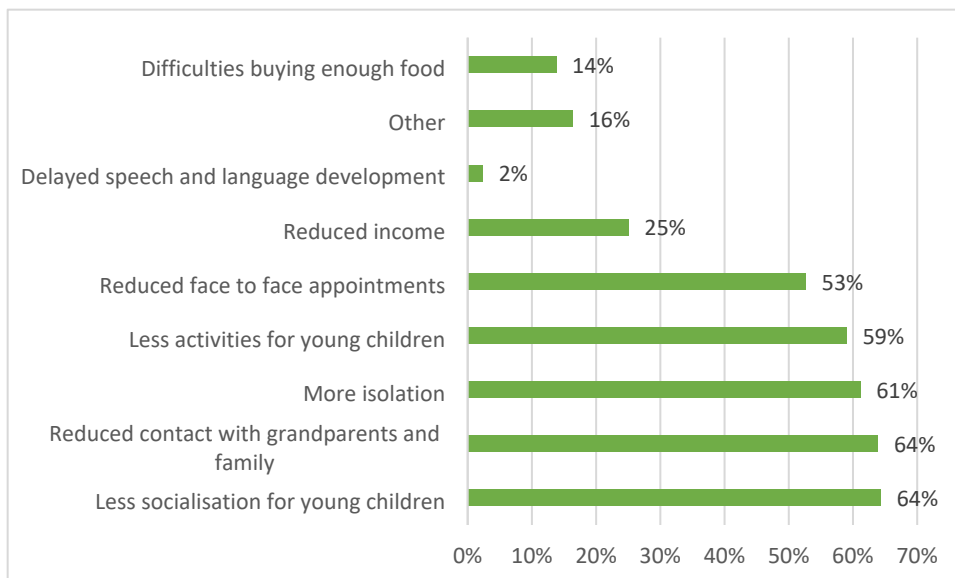
Housing is a bad problem for us. Not having space for our son to play as we are in a studio makes things really difficult.

4.8 The impact of COVID-19

Respondents were asked to what the impacts of COVID had been on them as a parent or carer of an early years child.

Respondents were asked what was the biggest impact of COVID. The areas which scored highly were all related to forms of social contact and activities.

Graph 9 The impact of COVID



The Byron childrens centre offered support during covid which was invaluable

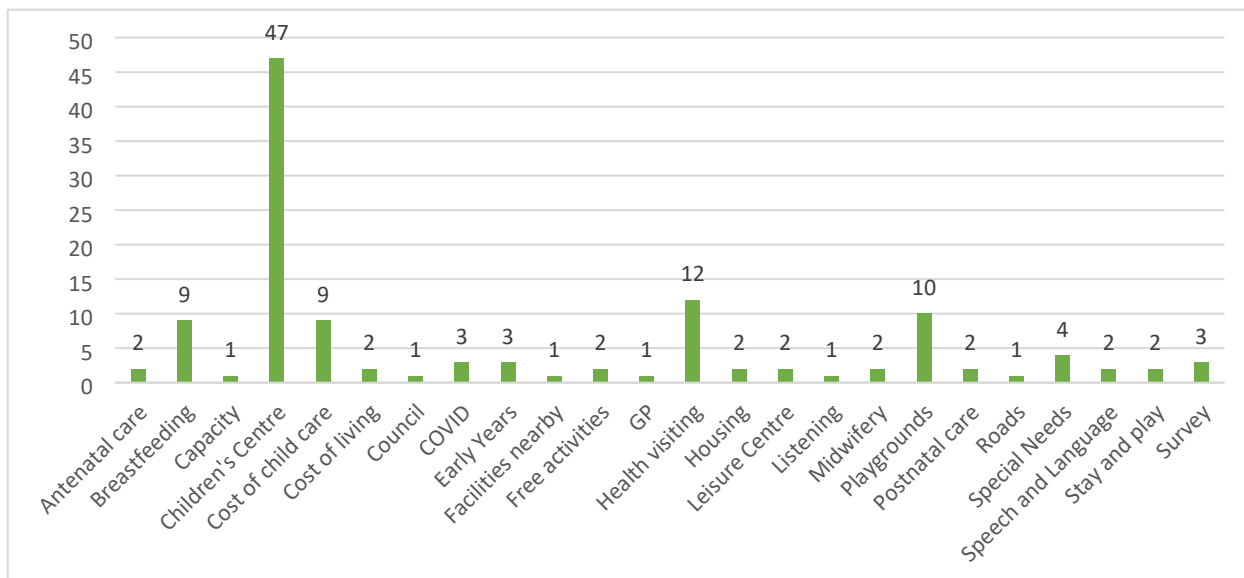
My daughter really struggled with the loss of socialisation and we worried about her mental health. I had a new baby and missed face to face health visitor appointments (when the baby was weighed) which I found vital with me first and think this was a real loss due to covid."

A lot of the facilities e.g childrens centres have shut or reduced. For example, baby clinics no longer run to get babies weighed. These should be essential. Some services have moved to phone rather than in person e.g breast feeding support, midwife

4.9 Main themes from the comments

There were a hundred general written comments. The largest group was about the Children's Centres, their value and unhappiness about the reduced services. The full range of comments can be found in appendix 1.

Graph 10 Main subjects of the written comments in the survey



5. Summary of Responses – Partner feedback

Two partner events were held with Early Years partners, on Tuesday 8th March and Saturday 12th March 2022. There were 120 attendees including from schools, childcare, maternity, children's centres, council education teams, primary care, CCG, Croydon health services, primary care, the voluntary sector.

In the first half attendees fed back on the draft scope, vision, objectives, and principles of the strategy and the impact of COVID. In the second session attendees provided their insight into the issues and priorities in relation to three themes: integrated pathways and seamless care, maximising opportunities and reducing the risk of inequalities and workforce development and training.

Following the partner events further feedback has been sought from partners via email and meetings and this has also been reflected in the draft strategy.

5.1 Feedback on the scope image

The scope image has now been renamed as a map showing the complexity of the landscape for families and carers in the early years.

The areas / services that partners have suggested incorporating in the 'scope' image were:

- Book start
- Calat
- EY Workforce development
- Calat Family Learning
- Carers families
- Charities
- Council services
- Counsellors
- CWD Team
- Early Help
- Early Years send
- Family members
- MHST
- MNS
- National Autistic Society
- Occupational health
- Outdoor Play
- Parent child intervention
- Parents
- Physiotherapy
- Police
- Portage
- Private sector nurseries
- Probation

- Friends and Neighbours
 - Grandparents
 - Grandparents
 - Healthy streets
 - Independent mobility
 - Isolation
 - Kinship carers Maintained nursery school
 - Mental health services
 - Relationship advice
 - Relationship support
 - School nursing
 - Schools
 - Social opportunities
 - Streetspace
 - Substance misuse services
 - Town Planning
-

5.2 Partner feedback on the vision and the objectives

The feedback and suggestions on the vision and objectives are shown below grouped into themes. These have been incorporated into the revised draft strategy. The biggest groups of comments were about SEND and joined up working.

We have included all the comments here because it is vital that we do not lose sight of them. The wording is included as it was provided by the respondents.

Table 2. Feedback on the vision and objectives

Theme	Detailed comment
Accountability	How will you ensure that other departments are fully signed up to the strategy at every levels so that we are all accountable
Child development	Focus on children's development as educational gaps at the age of 5 often
	Important to focus on children's development as educational gaps at the age of 5 often widen later
Child's Voice	Important that child's voice is throughout this – children need to be designing what their objectives are they need to be in all the meetings to do this
	Seek parents view and child views
	The vision is very good – voice of the child needs to be explicit
CLA / foster parents	Foster parents, children looked after
Communication	Improve communications with parents around what help/support they are entitled to i.e. many parents don't know about 2 year old funding
	Could we use the word clarity in the vision? A frequent complaint from parents and education is that the pathway for support is not clear
	Promoting good communication environments and development to reduce barriers to socialisation and education
Complex needs	Better support for children with complex needs for them to access appropriate support, specialist services and advice on specialist provision
Context	Can objective be thought of in context of other croydon offers i.e. parenting hub offer
Digital poverty	Digital skills plus access to digital equipment is a big challenge to disadvantaged families
	Free membership to croydon libraries giving families free access to book and digital resources
EAL Support	Support families with English as an additional language and ensure these families have equality of access to all specialist services
	Supporting EAL parents
	Support and guidance for parents with English as their second language – translating services
Early Years education	Make sure children/families have access to high quality early education and care through all early years education settings
Engaging families	It's a good draft – how do you engage families who don't want to be engaged?
Environments	In 1st objective would be good to include safe so healthy and safe environments

Theme	Detailed comment
	For families in one room in b and b sharing facilities with others – this may seem far removed from their experience of healthy environments for children to grow in
	How we manage Croydon's streets – streets were places children could met, play and travel independently
Evidence base	Keep theory in mind also – what do we know from evidence from systems theory, attachment theory about early brain development and does this line up in our services
Families and resilience	Important to keep the couple relationship in mind
	Parental and family resilience
Food	Encouraging health eating in young children and getting parents on board
	Some settings do provide breakfast for children so they are better able to learn and not hungry
Health visiting	Health visitor support to be extended into the first few years
	Health clinics need to be reintroduced
Joined up	Joined up support for families
	Improved integrated care services for children
	It would be great for the children centre hubs to have and offer good links to important teams like housing
	Continuity of services that are in place and working well
	GP health professionals and teachers working together with children with additional needs
	Parents / carers not having to keep repeating their story
	Think the objectives are good but need to recognise there needs to be a lot of collaborative / joined up partnership working to achieve
Outcomes	Improve outcomes workforce
Parental education	Parents education support their own ability
Poverty	Could we embed something around poverty and the impact that this has on so many aspects of family life
Pregnancy planning	Support people to have informed and planned parenting i.e. pre conception learning
	Pregnancy planning
Preparing for parenthood	Antenatal classes that educate about good parenting / relationships and bonding and not just about labour and birth – these need to be delivered before the baby arrives
	Positive experience of pregnancy and early postnatal period – this is the inception into parenthood for all first time parents
	Preparing families for parent hood – also needs to be something about supporting parents to be health mentally and physically
Racism	Tackle racism
Reducing Inequalities	Reducing inequalities
	I think the second point should be reworded to be clearer to parents – actively reduce the risk of inequalities across education, health and wellbeing

Theme	Detailed comment
	Second point needs to be reworded to be clearer to parents – actively reduce the risk of inequalities across education, health and wellbeing
Safe Houses	Safe houses
Safeguarding	Educate families with safeguarding
Seldom heard	Really reach out seldom heard
SEND	Clear and easy to navigate support and guidance for parents/ carers of young children with SEND
	There is a gap in support for children with SEND in the Early Years sector at setting support level – also need to consider the support for maintained nursery schools / also support at home for those with social communication difficulties
	Early support for SEN – support parents to identify and seek support before school
	Early support for SEN – support parents to identify and seek support before school
	Increased practitioner confidence in supporting children with SEND at setting support level
	Early Support programme for children with special needs
	Widen the offer on socialisation for SEND
	Should SEND be grouped with other protective characteristics
Speech and language	Can we highlight support for development of communication, language and literacy please?
	Focus needs to be on supporting children's communication and language development
Strength Based	Build on children's strengths – on what they can do
	Health based in its approach – strength based model rather than deficit model
Transition to school	It is important to think about the transition to primary and being ready for school
Trauma informed	What about giving an emphasis on staff being trauma informed
Two Year Check	Encourage all parents to take up the opportunity to have their two year check
	Important for all families to take up the opportunity to have their two year check and for settings to identify areas where the child might need some additional support
Wellbeing / Mental health	Maternal mental health
	Tackle isolation and loneliness
	Wellbeing is important especially after covid
	Provide mental health and wellbeing support to children in school
	Considering the impact of social and economic isolation on parents as well as children's emotional wellbeing and development
	Redressing the stress parents have enduring through covid
	Access to community spaces – physical and mental health
Wording	Help children to live healthier and happier lives in Croydon

Theme	Detailed comment
	Good emphasis on prevention and taking a proactive approach – think these are the right vision and objectives. The challenge is in the detail of how these objectives are implemented
	Wellbeing is quite an abstract term – we understand it but do our residents
	Will they be in this order
	Too Futuristic – action now, needs to be right now
	Include all before children and families in the objectives to emphasise the point in the vision that it is for all
	Wording to point and easy to understand
	It would be nice if it could make explicit reference to children simply being happy, healthy and safe – everything feels a bit corporate and might not make an immediate connection to families

5.3 Feedback about the principles

The following feedback about the principles has been incorporated into the latest version of the principles and or objectives or scope in the draft strategy

Table 3. Feedback about the draft principles

Theme	Feedback
Access	Too many services remain virtual
Culture	Create a culture where all children are included
EAL	ESOL
Environment	We support children's right to enjoy the street, as a place to meet play and travel independently
Family	A principle about recognising that family is the bedrock of a child's future
	Something about the wellbeing of the whole family
	We recognise the contribution of the VCS and the sectors ability to empower families
Fathers	Include fathers
Integrated care	Provide integrated care to children
	We work across health and social and the voluntary sector to ensure services are joined up and was seen as one team
Mental Health	Mental health
Order	Safeguarding box should be first one
	Should security and safeguarding come first

Theme	Feedback
	Agree on the safeguarding
	Maybe group principles under sub headings
Prevention	Implement preventative measures
Racism	Tackle racism
Impact of the principles	We review the effect of these principles and the day to day actions they promote
Scope	Pre and post natal care
Support for principles	I think the principles are great
	Nothing needs changing
	Nothing needs changing, you might want to think about having young people champions to help you on this 10-14 year olds
Wording	Do we want to notice families that need help or recognise families achievements and struggles
	We proactively address inequality, supported by a population health management approach
	Third yellow box could be reworded – we identify children and families that require help and intervene
	Recognise the expertise that families/carers/ parents hold on their families and being strength based in our approach
	We aspire for children to be the best versions of themselves that they can be
	We ensure information about our services and how to access them is clear and easily accessible
	Provide integrated care to children
	We offer a range of universal services to allow early identification of and support for a range of needs
	Replace meaningful by relevant
	Emotional wellbeing instead of mental health this might reduce any stigma or engagement anxiety
	Services should be effective and efficient and offer value for money – not drowning in red tape or bureaucracy
	We are confident and understand and include intersectionality in our work with families
	Need to cover all areas

5.4 Impact of COVID

The strategy and delivery plan need to reflect the longer term impact of the points raised by partners and families about COVID and its effects.

Table 4. Feedback about the impact of COVID

Theme	Comment
Attachment issues	Anxiety around leaving parents
	Attachment issues
Children Looked after	Impact on placement stability for children looked after who have been stuck at home with carers
COVID	Staff may choose to continue to work when they have COVID – they may feel they have no choice due to financial difficulties
	Children getting used to masks has pros and cons
COVID anxiety	Parents are fearful to attend appointments and/or not wanting to engage in EY's activities due to being around other people
	Some parents of reception children are still very anxious about COVID – though some of the younger parents of younger children seem more relaxed
Demand on health services	Schools preventing children attending due to coughs/ colds and increased rate of young patients present to GP / A&E for common viral illnesses
	Children missing health appointments
Development delays	Reduced socialisations opportunities impacting communication and interaction skills
	Behaviour issues with children, delayed speech
	Children in reception poor social, emotional, language and self care skills
	Children have had little socialisation before starting settings which has impacted their development
	Undeveloped language
	Less experience of sensory play and how that impacts diet, physical and language development
	I feel there has been an impact on children's speech development
	Communication and language skills have been impacted listening and attention as well as delayed speech
Domestic abuse	Increase in domestic abuse
	Domestic violence
Emotional wellbeing, mental health	Increase mental health issues
	Increased SEMH / Early Help / children disclosing
	High levels of anxiety among children and parents/ cares

Theme	Comment
	Positive impact of schools and nurseries re-opening – lots of families feedback issues with transitions and coming out of COVID restrictions e.g. children's anxiety to attend nursery, school group settings
	Rise in parental anxiety impacting on children's needs
	Emotional and mental health needs are higher
	Family relationships fractured due to stress at home – how can we support families to 'recover' from this and rebalance family dynamics
	LAC and previously LAC children presenting with increased SEMH difficulties and exacerbated by COVID – feelings of loss, uncertainty e.c.t..
	Struggle with housing due to unemployment – housing has a massive detrimental effect on children and parent's mental health, families are stuck in over crowded small spaces
Future	General anxiety about uncertainty of what comes next for parents, staff and children
Hidden impact	Covid has increased hidden ham we are now noticing families for first time who already have greater complexity
	Families reducing their accessibility using COVID/illness as the justification to avoid contact with services to support their needs
	Children have slipped through the net in terms of being safeguarding or referred to usual pathways and are arriving at schools with chronic or complex challenges often with no paperwork
	There are impacts yet to be seen
	Lack of contact with health visitors – in person progress checks – means many young children may have unidentified significant needs
Medically vulnerable	Some families with most medically vulnerable children remain understandably anxious and at times this is limiting their engagement in the community
No recourse to public funds	No recourse – more asylum families being housed in poor temporary housing such as Hayesthorpe hotel – children have no belongings, no stability and not eligible for FSM. Schools are having to feed entire families, provide clothing, shoes, computers
Oral health	I am very concerned about the state of many of the children's teeth as they have not seen a dentist
Positive impact	A positive impact is the increase in virtual meetings that has allowed engagement from parents and carers who ordinarily wouldn't be able to
Poverty	Increase in food poverty
	If poverty and deprision before Croydon meant we were working with say 25% of Croydon families before covid – what impact has the increased poverty due to covid done to that number and how can we sustain that/lobby for more resource

Theme	Comment
Relationships with families	My class this year much more settle compared to last year – however still rebuilding parents community within our eyfs
	Building relationships with parents due to limited contact in schools
	Working with parents and families is still a real challenge
SEND	Difficult to recruit staff to support SEND pupils since pandemic close proximity to children etc
SEND	Difficulties accessing any education if SEND due to nurseries with limited capacity
Skill loss	Skills have been lost and need to be relearned
Speech and Language	Increased number of children with SALT
Staff shortages	Impact on early years provision due to staff issues
	Chronic school staff shortages due to staff absence
Waiting times	Confidence is returning but longer waiting times as services wind back up
	Increased waiting lists means children are waiting longer for support increasing harm in the meantime – some children and parents are increasingly struggling to cope
	Longer waiting lists to access e.g. CAMHS, medical support

5.5 Integrated pathways and seamless support

Partners were asked for their ideas about the issues were and suggestions for improvement for three workstreams. The first of these integrated pathways and seamless support. The responses have been grouped thematically. The need for joined up approaches, improved communication, and information and support are high priorities.

Table 5. Integrated pathways and seamless support: issues and priorities

Theme	Feedback: integrated pathways and seamless supported pathways and seamless support
Accountability	We spend too much time passing the buck and not taking responsibility
	Agencies taking the lead and responsibility not passing on to another
Outcomes and priorities	Different outcomes and priorities for different services – how can we align these?
Commissioning	Commissioning in a way that enables partnerships

Theme	Feedback: integrated pathways and seamless supported pathways and seamless support
Communication	Clear systems of communication – what is available who is who
	Better communication between services
	Referrals pathways are sometimes unknow – not know enough about what services offer
	Knowledge of local services and promoting a culture of curiosity
	More staff to have capacity to support communication and working across services
	Clear and published pathways
	Better communication between teams and partners – another service may be able to help if they knew there was work that needed to be done – for example parenting skills could be offered by CALAT, likewise workforce development training
	Different priorities – communication channels
	Not enough communication between professionals
	A network that meets regularly to share information and make connections
	Info sharing protocols between agencies that means that services are informed about issues and have the right info to support families and children
	People don't know each other across the system so communication between professional groups is poor
	Maybe creating a newsletter to keep services updated with changes
Engagement with services	Keeping engagement with services after initial identification
Family Hubs	Family hubs sound like something good to aim for to help this
Finances	Integrated funding
	Finance – when services feel themselves to be competing for too scarce resources, collaboration is hindered
	All funding – parent have to apply for different funding – should be able to make one application and get relevant funding
	Attaching funding to effective partnership working

Theme	Feedback: integrated pathways and seamless supported pathways and seamless support
	Multiple organisations and funding streams
	Funding reduction in services
Health visitors	Access to health visitors in early development
	Health visiting not available for families
	Early identification through health visitors
Information and support	All families having a new baby should have access to information and support – draw pathways from a child’s perspective
	Schools not aware of the services available e.g. some schools have free mental health support but others weren’t offered it
	Information available when baby is registered
	Have a clear pathway of where to go or all information in one place
	There’s lots of services who try to work together but the website is very poorly structured and families struggle to find information unless explicitly told by professionals
	More information for families about pathways available and how to access them – thus empowering families
	Families need to be ready to receive information as may need to be reported at different points
	One place to find an overview of services and how they interconnect with each other – directory sounds good and maybe some kind of mapping diagram as an overview would also help
	Ensuring information available in all relevant languages
Information sharing	Clearly agreed protocols for information sharing
Joined up approach	I’m hoping the formation across the ICS across SWL will bring the system partners together
	Segregation within teams around roles and responsibilities
	Linking home, school, health, social like a team
	Different services have different agendas which can unintentionally impact joint working

Theme	Feedback: integrated pathways and seamless supported pathways and seamless support
	More joined up thinking required, often services are working in isolation but don't communicate with each other to gain a whole picture
	Joined up communication for SEND children, often unknown to service before starting school
	Often I will identify a child in reception that has additional needs however the health professionals tell parents that all is fine – very confusing for parents
	Lack of consistency
	Too often support and pathways are school lead but needs to have the support before starting in education
	How can we link better with GPs
	Health being current with education e.g. Locality
	Less spot purchasing would make things more seamless
	Reintroduce regular meetings between maternity and HV – this would require reducing workloads so that relationships can be maintained across these professional groups and im not sure how this would happen
	Health professionals sometimes advice parents to ask schools to arrange an EP referral but schools may not feel it is needs or may not ave capacity to commission EP time
	EY staff to e aware of the localities SEND support so they can advice parents of how SEND works in the borough
Measuring success/failure	Measure success and address failures so they don't happen again
SEND	There are children that come to reception and hve been identified on send as they did not go to a nursery and missed the 2 year old check
	Roll out of SEND locality model
Thresholds	Difficult to find help if the threshold not met or barriers such as no recourse are involved
	Referrals may be turned down leading to drift in gaining support
	Referrals for ey children for speech and language support barrier even if known to other services
	Different services have different thresholds – we need to ensure they are understood and bridge any gaps
	Different thresholds and definitions – the difficultness of dealing with dual diagnosis – the child who doesn't quite it any one definition or who doesn't have a specific diagnosis

Theme	Feedback: integrated pathways and seamless supported pathways and seamless support
Wording	What is meant by integrated pathways
	Will you rebrand croydon best start

5.6 Inequalities

The second breakout groups looked at the issues and solutions for maximising opportunities and reducing the risk of inequalities.

Table 6. Maximising opportunities and reducing the risk of inequalities: issues and priorities

Theme	Feedback: Opportunities and reducing the risk of inequalities
Community and voluntary sector	Engage with the community and voluntary sector to embed services in communities
Data	Collect the data needed to highlight inequalities at the earliest point
	Improve screening detection of those at risk of inequality (housing, dv, income, educational level et) during pregnancy i.e. invest in training and implementation of a social screening tool in pregnancy
EAL	Barriers in my schools community are around English as an additional language – parents understanding of what is available
	Too often parents with EAL or learning needs or own poor mental health do not know the systems or are worried about asking for support
	More access to interpretation or forms translated into different languages to ensure families with EAL do not miss opportunities
Funding	More funding from the council per hour for 15/30 hours
Inclusive services	Families who find services hard to access tend to stay under the radar-parent champions for these groups
	Ensure that all settings and school are truly inclusive and are not discouraging children from attending due to the presenting SEND needs
	Settings need to be more inclusive too many SEN are not accessing provisions
	Thinking about the language we use to promote service and encourage families to access services e.g., non blaming
	Early identification working with communities making parents aware of the support earlier. Parents begin informed early of SEND needs and what this can mean for future education. Not accessible and fair for all.
	Ensure all settings are accepting of all children of all different abilities
Joined up approach	Better graduated response
Parent champions	Utilise parent champion approach across local areas, they provide friendly and accessible information

Theme	Feedback: Opportunities and reducing the risk of inequalities
Parental engagement	Get documents/adverts/overall offer reviewed by parents and carers before they are used, to ensure they are accessible and relevant Work closer with families and providers
Reach	Making sure we are reaching all families, particularly those less likely to seek services Make it someone's role to reach specific groups Deliver opportunities in community settings, targeting groups and areas that are less wealthy Additional focus on the localities with high levels of deprivation
Sharing learning	Share learning across the full geographic area of Croydon so that no particular area is excluded
Support for parents	Support for those who have been affected by adverse childhood experiences as they become parents Support for parents with mental health or learning needs themselves
Targeted support and services	Targeted support and services
Well trained staff	Recruiting well trained qualified staff Well trained staff, sharing good practices More awareness of range of needs and all staff skilled in identification

5.7 Workforce development

The third breakout room focused workforce development issues and suggestions.

Table 7. Workforce development: issues and priorities

Theme	Feedback: workforce development and training
Bureaucracy	Lots of processes and paperwork impacting on time spent with children
Calat	Talk to Calat – we offer a range of courses/ qualifications for Early Years and wider school workforce
Career progression pathways	Better pathways for progression in early years
Data	Central data hub – health, school and social care can access
Funding	Funding, particularly SEND funding SEND funding was not my comment but I think it goes more widely than personalised funding – early intervention saves costly later interventions - improved outcomes and better return on investment Budgets

Theme	Feedback: workforce development and training
	MDT working and huddles have worked well in adult services – could we do something similar for children?
	More funding to raise salaries for early years
	More money all round –but has always been this way
	Financial constraints – more need but less money
integrated management teams	Integrated management team – less silos
Online training	Use online training more so that people can do it when convenient to them, provided they're not expected to do it in their own time
Partnership working	Opportunities work in joint/ MDT clinics
	Partnership working- drawing strengths from early learning team, MNS, SEND workers to share expertise
	Share resources
	Reducing divide between PVI and maintained sector – everyone in it for the child's best development
	Agree there is a divide – MNS are expensive which is precisely why there needs to be a proper debate as to our role and impact – what value we add to the sector as a whole
	Common training programmes
Profile	Raising profile of early years
Promoting EY as career choice	Apprenticeships, schools and further education - promoting working early years as a career choice
	Providing work experience for young people in the early years sector like we had in the past
	Apprentice opportunities working with colleagues and universities to promote careers in early years
	A government drive for recruitment in early years
	Level 3 apprenticeship scheme
Recruitment and retention of staff	Staffing/recruitment
	Retention of staff due to low salaries, rising costs of inflation, lack of CPD
	Retention
	Trained staff may then leave for promotion so new staff are undertrained
	Workforce recruitment and retention is a constant challenge, so teams are always stretch 0 MDT working part of answer
	Retention of experienced staff

Theme	Feedback: workforce development and training
Sharing good practices	Sharing good practice between settings – making use of expertise and knowledge in settings
Staff wellbeing	Low morale after pandemic – feeling undervalued and overstretched
	Staff wellbeing
Staffing	Lack of experienced qualified staff
	Covid has meant many staff are off and trying to cover classes
	Support staff for absence / sickness
Training	Dedicated time in relation to training if services already compromised
	Problem of time for training when short staffed
	Ability to attend training due to being in ration
	Mentoring rather than training in isolation
	Investment in good quality childcare, well trained professionals, sharing good practice
	Training and opportunity to embed learning
Training - joint	Staff linking from different areas to have training together so that they understand each other better
Training - monitoring	More insistent on CPD where staff have not accessed training themselves for some time
Training - SEND	More training around SEND and early identification for all team and not just left to teams that are specifically in those roles – children are being missed when there is insuffice to knowledge and understanding
Training - trauma	Some services i.e., cryodon drop in offer lunch time bite size training and conversations such as trauma
	Trauma training
	Trauma informed approach in training
Understanding of legislation	As well as the service offer – it's important that we understand legislation in key service areas such as housing which governs our responsibilities, but which may be in conflict with our duties

5.8 Partner feedback received following the Stakeholder workshop has included the following points.

Early Years Strategy Steering Group May 2022
Who should we be engaging with?
Use text messaging to engage young people
SENDIAS Kids would appreciate involvement.

We have spent a lot of time talking about reaching our community - which is vital. We also need to think about how we reach out to all professionals across disciplines, so families receive the joined up vision
Are there any direct letters that the council send out to new parents etc. Or any other letters that go to residents ie council tax letters. Also the twitter and other social media groups
Use local Facebook groups and next door neighbour apps
Seeking to understand rather than tell is 'spot on'
Views on balance scorecard approach? Are there measures missing? Are the priorities for you service included?
The EIF self-assessment matrix is currently under review - is it still the most effective measure
Need measures around EHCP s in Croydon and children at school support level
Are there any appropriate emotional health and well-being measures for young children which could be included ?
A measure of the number of children engaging in nursery or pre-school provision.
What are the risks that should be included about the strategy and its implementation? This is a Partnership strategy; who else needs to feedback?
engagement with all sectors of the community
Has the SEND board been consulted?
finances may be a risk
access to services
the new Integrated Care Board/Systems
I can only think of the EH Partnership Board, which already has sight of this. I am unsure of any Community groups/boards which might be useful.
I would say the main VS groups working with very young children like Home Start, Little Village,, Peppermint Children centre, ABCD connectors
Any school governing boards ? Specifically those of Maintained Nursery Schools ?
Financial backing for the strategy
Funding cuts
Articulating the vision in a sufficiently cogent way to secure engagement at ground level
Change of staff within the Council
Lack of communication between teams can reduce the impact of any of these targets
The join up across all stakeholders is a challenge but this has been really well managed so far - it has been shared widely so far
Willingness to engage across groups and services with respect and a shared purpose
Opportunities to engage in the Early Years Stronger Practice Hubs
Children and young people
A risk could be that it is not aligned with the Supporting Families Outcome Framework.
Lack of expertise
For the implementation phase to succeed, the 'buy-in' from all partners needs to be evident at both strategic and operational levels.

Page 308

The risk is that the level of transformational change that is required will not happen within what becomes the politically acceptable timeframe.
Strategy partners represent very different perspectives , ethos and working practice - for example, PVI childcare providers have a very different outlook to maintained educational provision, voluntary organisations and health professionals
Early Years Startegy Steering Group April 2022
Feedback on the challenges facing the Early Years included in the draft Strategy
Evidenced by the survey, and by recent serious case reviews, the views of fathers are missing from the way we are shaping services.
Challenge of the impact of cost of living/ austerity on families eg gas bills food etc
The join up between the many different "pools" of work occurring across the borough.... need to find a way to maintain the communication across the partnership
Consistency between schools and voluntary sector providers with respect to children with SEND.
Increasing number of children identified with having SEND
Equality of access to SENDIF funding
Recruitment and retention in ey settings
Insufficient funding
Transition between early years and Reception
Cannot read the challenges listed in this screen
Early Help - Help Early = key must be to lok at akl activity underway.
SEND needs to be a theme.
Inclusive services are highly valued by families. Funding envelope available often does not cover costs
Challenges around good inclusive practice
Importance of involving primary care
Importance of voice and coproduction key.
Mobility of families being unknown to services
I think the challenges are reflective. I think in line with the family hub work, we could add something around the family only having to tell their story once. So more should be done to ensure there is whole family approach to the families needs
Impact of Covid in delays to diagnosis and correct school placements
SEND Green paper - needs to be reflected - local inclusion plans and dleivery supports the priority re access within communities
Funding for children with SEND mitigates against strong inclusive practice
So many nursery settings struggling with staffing and also declining quality
Instability of funding for maintained nurseries in future
Support for families where additional needs may be emerging and knowing how and where to access support.
Integrated 2 year review is not well supported across services
Feedback on the strenggths and opportunities included in the draft Strategy
Agree systemic strengths in place

Potentially the new Mayor might add some weight to this work?
Strength - Good and diverse early years provision
Experienced committed trained staff and leaders
Lots of potential future funding streams forthcoming via recent announcements of SF monies, RPC monies and FH Best Start for Life grants
Joint working across local area
Work of SEND Delivery groups - Early Identification of Need in particular but others too such as improved joint working will support
Opportunity to utilise unique role of maintained nursery schools
There are sufficient teams working on early years but there is overlap in their roles which lead to duplication and inefficiencies.
Diversity of borough is a strength
Need to link together SEND inspection outcomes
Existing provision, and how this will integrate with family hubs development and potential additional funding to enhance workforce development
Opportunity to roll out locality SEND model for early years
Quality of provision
There is some great work and appetite amongst some various local communities to pull together and create opportunities for children and young people
Feedback on the draft priorities for the governance and finance workstream
Cannot see all of them...but governance is spot on.
It would be good to include SEND in the draft priorities
There is a Multi-agency Sharing agreement already in place in Croydon - a quick win would be to use this one
Information governance is important, but can be added to a wider piece of work, and so not in isolation.
Deprived areas,
Safeguarding
Challenges of not having story twice is having the right systems with interoperability.
Need to link in with existing parent groups and reps. Also use the access through LSS - early years support development.
There needs to be a specific priority about the involvement of fathers.
Just to ensure that fathers are reached as much as possible
The section on inclusivity could be more specific with regard to protected characteristics; for example SEND,
Families know whether they feel welcomed, valued and respected - it is not always easy for them to articulate what this needs
Foster carers
What about a leaflet or QR code for any shops in Croydon that sell baby goods? Might help to reach new parents to advise of what our intentions are for all families? Do we have other language versions?
I would suggest that we invest in existing networks and forums held across the borough to ensure representation of individual areas, cohorts and groups
Parents in hotels, temporary housing, arriving in UK are scooped up and welcomed
Feedback on the draft priorities in the engagement work stream

Need to link in with existing parent groups and reps. Also use the access through LSS - early years support development.
There needs to be a specific priority about the involvement of fathers.
Just to ensure that fathers are reached as much as possible
The section on inclusivity could be more specific with regard to protected characteristics; for example SEND,
Families know whether they feel welcomed, valued and respected - it is not always easy for them to articulate what this needs
Foster carers
What about a leaflet or QR code for any shops in Croydon that sell baby goods? Might help to reach new parents to advise of what our intentions are for all families? Do we have other language versions?
I would suggest that we invest in existing networks and forums held across the borough to ensure representation of individual areas, cohorts and groups
Parents in hotels, temporary housing, arriving in Uk are scooped up and welcomed
Feedback on the draft priorities in the integrated pathways workstream
Integrated funding
Professional respect and trust across pathways
How do parents navigate the pathways if they themselves have a special need or if they want particular support for a child who is not meeting milestones.
Pathway from midwifery through first year for all or at least more parents
Have we looked at a timeline for a child's life and sought to automatically "push" or "pull" relevant contacts to families to encourage them?
Ensure workforce development enables confident identification of, and early support for families with SEND
Feedback on the draft priorities in the minimising inequalities workstream
Clarity about how and where parents and schools can access advice and support for SEN concerns for any child up to age 5
Re SEND Early Years support and services need to be aligned to ensure equity of access and quality. Current silos need to be addressed.
Inclusion, and an offer for children with SEND should be a feature across services
I'm advocating a 0-25 approach instead of a 0-18... SEND and care leavers are our most vulnerable... why are we excluding them automatically at 18?
Bullet point 3 is critical as incidents of SEND are increasing significantly and may have been missed during the pandemic.
Children with SEND and their families - especially for access 2 year old provision
Feedback on the draft priorities in workforce workstream
Career progression; better pay
There is a national crisis in recruiting specialist doctors and nurses, it may be worth ensuring Health colleagues have inputted into this priority
Integrating all the skills that the workforce bring is essential.
Join up with what's already occurring in the Early Help Partnership work around data (Anthony Allsopp)

6. Appendix - Written comments from the parent / carer survey

Theme	Comment by respondent
Antenatal care	As a pregnant woman there was no access to antenatal classes, and I felt completely unprepared for birth causing anxiety and stress. It seems as well now that baby is here that the local children's centre has been closed and I have to travel to a 'hub' to access support. This unfairly impacts those that are unable to travel easily and limits local social links which are vital for new mums.
Breastfeeding	1. Support proper breast-feeding support face to face, not just leaflets or websites. Recruit more health visitors. 2. It's important to be able to see people face to face with a young child 3. Work with the other councils to provide joint services in Crystal Palace 4. Repair, maintain and upgrade play areas.
Breastfeeding	Lack of face-to-face support for breastfeeding, health anxiety for children and general mental health support for new mothers. It's shocking. The antenatal classes supposedly 'prepare' you for birth but do not even cover fully c sections, traumatic births and the first stage of caring for a newborn. It's actually a joke.
Breastfeeding	Please look at improving breastfeeding support in our area. Please improve the website so parents can find out about local classes for babies. I felt really abandoned in the first few weeks after having a baby.
Capacity	Sessions were full many times even when being on time. Maybe something to think of to change or to let more people in.
Children's Centre	The children's centre's that I attended pre pandemic: Malling Close in particular was fundamental in getting me out of the house and socialising with other mums and babies. The advice, friendships and activities were absolutely brilliant.
Children's Centre	Children centres reduced activities and location mean less accessible to take kid to do activities in my day off work. Need for more indoor activity provision over the winter when not easy to take to child to a park and you don't want to pay for a class that child may or may not enjoy, though would be willing to pay a few quid to help support provision or pay what you can system. More investment in parks, upgrading and maintaining equipment. Especially smaller ones like the one by Gordon crescent bus stop.
Children's Centre	Croydon has just cut all early years services both in children centres and libraries so this survey feels completely pointless and pie in the sky. Without any local activities, children will suffer. By LOCAL I mean within walking distance. There is nothing walkable for me. Nothing. There has only ever been one service in the 5 years I've tried to access them and that was a terrible afternoon stay and play at Canterbury. I took my 8 month old and was told she was too young and it would be pointless staying (it was advertised as 0-5). If you have a disability, or are struggling with physical or mental health post-pregnancy, how are you supposed to catch multiple over crowded unreliable buses just to access basic services? It's appalling.
Children's Centre	The Byron childrens centre offered support during covid which was invaluable

Children's Centre	You are not asking the right questions. Of course I will tick five things, but if you can only fund two, how do you know which ones I prefer? Or the ones I don't need but I think are nevertheless the most important? You aren't providing half the needed service in the North of the Borough (and less than you are in the more affluent areas) so I don't feel like I should use any of the services because I worry I am using the space of someone who needs it more. With my eldest we used to go from one children's centre to another, several days a week. Most of those centres don't exist anymore. My toddler hasn't been to see a health visitor or to a children's centre for more than two years. I used to advocate your services to the new immigrant mums, now I worry there isn't enough there and it will lead to a disappointment. I know money is tight but the costs will be tenfold in a few years if these services aren't provided. Surely different funding models could be explored. Plus please get a social researcher to help with question design: no option is offered for no disability, and what on earth is 'Neither not an issue nor an issue'?
Children's Centre	Do not close any more children Centers. We will go insane without them
Children's Centre	Children centre is great for parent and child and can help postnatal depression
Children's Centre	I have really missed the full and flexible timetables that Children's Centres used to offer. Many local church playgroups have also stopped running. Stay and Plays for under 5s made such a difference for me and my first child; I have missed these and have in truth experienced loneliness and isolation with my youngest. I think there should be support for people going up to 2 children- I think the challenges of this is overlooked in services. I also used to really value regular opportunities to get my first baby weighed and ask the health visitor questions about sleep, feeding and development- I definitely missed this in the pandemic with my second child.
Children's Centre	Considering the strong evidence of the importance of the early years in a child's development I have been extremely disappointed with the provision of services in Croydon to support babies, children and their families. In particular I feel the gradual decline in the number of Sure Start Children's Centres across the Borough has been woeful, I understand that finances (or lack of) have played a part in this however, I believe, Croydon's babies, children and families deserve more in order to maximise life chances.
Children's Centre	Everyone we have met in services has been amazing. Thank you children's centre, midwives. But the system is stretched and they need more capacity and money. Please support them and us
Children's Centre	Could there be potential to start or have a childcare / family centre in Grangewood park? There is a real lack of things going on for children in this part of the borough and many buildings in the park which could act as a perfect base/hub.
Children's Centre	I just want to say I have been going to the Selhurst children's centre since my daughter was 5 weeks old and I could not fault it the staff are amazing and I've had the opportunity to make friends and have since been to the Kensington avenue children's centre for the baby and us course which I would recommend to any first time parent and I've been to the aerodrome children's centre which is perfect for new activities for my daughter and it's lovely to see staff we know as they work across the centres I would be lonely and isolated without the children's centres and my daughter is such a social butterfly because we have access to these centres for free and I recommend every new mum I know to make use of their local children's centres as I have the best experience I couldn't be the mum I am without them

Children's Centre	Alot of baby clinics, children centres & libraries have closed down. Which makes it difficult to make use of a lot of services in certain areas. I had a c section with my youngest & Shirley clinic was too far for me to travel to for clinics etc
Children's Centre	My local children centre do not office regular class so have to travel further away
Children's Centre	Please don't close the spokes- malling close has such a reduced service especially stay & play, everything else locally is expensive and not suited to 2-3 year olds
Children's Centre	I think the childrens centres are wonderful, i have used them with all 3 of my kids but less so now because of lack of sessions on my days off.
Children's Centre	Thank you to the amazing children's centre staff for staying open as often as possible and for as long as possible during covid times and for their continued support and professionalism. Also for their fantastic online baby massage sessions during lockdown and for their welcoming nature at selhurst and Kensington Avenue children's centres. I have loved every minute of it. Their online communication is also brilliant! Their drop in sessions have helped so much too!
Children's Centre	My closets 3 Childrens centres are closed. I hav three childrens that miss put on these services as well as myself!! When I travel to use others I am told they are full capacity and get here on time. I can't get to them earlier as I have to travel to them. Croydon is like living in a postcode lottery. You can only get support if you live at the right address or you can afford private support. What about if you can't do either, you get left to become isolated, depressed and then it cost the nhs and social care more to support you as you where failed as a parent because you didn't live in the correct post coded area!!!!
Children's Centre	We need regular access to a Children's centre and library in Shirley, the library is only open on Monday and Tuesday and hardly any activities at Shirley children's centre anymore, I don't drive and at times difficult to get to other places with a 3 and 5 year old on the bus
Children's Centre	Please find funding for Children Centres. I have used Purley Oaks with my first one lots. It was great place to meet other mums (as I didn't have any in my circle), and for the little ones to make their first friend. Mums are very isolated during the first year and not everyone have courage to go find places to go to if there is nothing nearby. that often had a very bad ending. I suffer from post natal depression after my 2nfd child who is now 3. It was during the Lock down we were not able to do what I did with my first one. It had a major effect on me and on my baby boy.
Children's Centre	The childrens centre are a link for many parents and were set up to support families.
Children's Centre	It is a shame that services have reduced or stopped such as dad and family time at Selhurst children centre.

Children's Centre	The Children centres are a life line for me as I would have no where to take the children and no professional support, also I can talk to others in the same boat. The variety of toys helps the development of the children in the centre.
Children's Centre	Childrens centres are a life saver and i was so angry and disappointed when they closed down. There is no where to go unless you have lots of money and can afford private classes. Parents need so much support with their new born babies and at the moment there is nothing to go to.
Children's Centre	Again I feel the lack of services or lack of promotion of services to families with young children is shocking. Even now as the children's centres have reopened the availability and timings of classes doesn't provide variety. There also needs to be more outward support for single parent, lower income and/or vulnerable households.
Children's Centre	The children centres were essential when outle child was first born and we suffered tremendously when they closed due to covid. They are very much needed.
Children's Centre	The changes to the children's centres are awful - it's a change that absolutely nobody has asked for, and those who need the services most will suffer the most
Children's Centre	Our children centres are more important than can be understood to the development of the young children growing in the area. They are a benefit to families and young children and positive for our community. Without them some mums have no place to go for support which is a disgrace.
Children's Centre	I think the new Hub/ spoke situation with Children's centres is just not good enough. The services were fantastic before and now they are infrequent, spread too widely across the borough and clearly underfunded and understaffed. Such a shame.
Children's Centre	I am really sorry to see the hours have been cut in children centres (Byron to note) meaning in my area there is reduced free activities for my child.
Children's Centre	There is no children centre in East Croydon. I really hope there is one with walkable distance. And the nearest playground at Park Hill is really needed an update. Playground facilities are so old and not enough.
Children's Centre	I don't think I could have got through the year without the kind staff and groups at castle hill children centre! Going there every week was our life line as a reason to get out of the house, meet other parents, speak to experienced staff about sleep and the range of activities they taught us. Far more supportive than any other staff we came across!! Thank you!!! The gp prescribed over the phone medication for my baby when actually baby massage at these classes helped improve my baby's stomach pains. These centres are a lifeline to so many people we also benefitted from going to the Byron children centre sessions
Children's Centre	There could also be children's centre activities / meet ups in local parks etc. If we ever have another lock down it's important services like health visiting and midwifery don't stop!! A phone call or zoom is not ideal but much better than nothing. Opportunities to meet other mums is soo important, the impact on mental health without connection is enormous. Costing more longer term.

Cost of child care	Additional Assistance paying for childcare cost / reduce the cost especially for working families from 2yo.
Cost of childcare	Ask the government when will childcare funding be increased so that every child in every part of this country get the same amount of funding. Instead what is happening is that in some areas funding could be as high as £15 per hour and other parts of the country it is less than £6 an hour. This funding should be equal to every child in every borough in the whole of the UK not as it currently is. It would appear that children in boroughs with less children are enjoying higher quality childcare because their funding is a good price. Children in Croydon Surrey, get basic minimum funding and this money is not enough to let them have a high quality of childcare because staff are not being paid enough. Where I teach at this nursery we only have funded children accessing their 15 or 30 hours and no children who attend pays, so staff are managing ion the basic minimum wage which is not fair. It is high time that the government give more funding to the larger boroughs who have too many children to share the small funding money pot with, this in effect means that each child get minimum funding per hour, while similar children in smaller boroughs get maximum funding Per hour.
Cost of childcare	Childcare is very expensive. I would like to have access to public creches and nurseries
Cost of childcare	I'm pleased some thought is going into this. Childcare in this country is a joke. It's prohibitively expensive and difficult to find. Support with healthy eating in pregnancy and for young children would have a hugely positive impact on the community.
Cost of childcare	We need more childcare options that are affordable and reliable.
Cost of childcare	I think we need to have more free sports for children and teenagers in Croydon so children can be more active and we can develop physical development. Sport can be very expensive for parents. Free childcare even if one parent can work. Housewife can be a very demanding job too more when you are going through a critical illness like cancer. Full time Education should be free from young 4 years old.
Cost of childcare	Child care is too expensive in this country. I have a well paid job and I'm university educated however I may have to give my career up in order to look after my two children. Two nursery places costs my family £3600 a month! Surely it is better I am in work and paying taxes rather than on state benefit however I am getting pushed to stay at home due to the financial strain. Fuel prices is also a consideration too now.
Cost of childcare	Child care is insanely expensive these days and the tax free amount paid to parents now covers 1 months schooling more support is needed
Cost of living	Also on top of Brexit the cost of living is getting higher and more difficult to maintain, which is worrying for the future.
Cost of living	Supporting families on low income during the pandemic.
Council	Croydon services are rubbish abolish the council
COVID	Healthcare workers are using covid as an excuse just because they can is not fair!
COVID	The day I gave birth to my baby, my husband wasn't allowed to stay in the hospital with me. I had an caesarean and an internal bleeding so I had another operation right after I gave birth. I could barely walk or look after myself, don't even mention to care for my newborn baby. I was left alone at the postnatal ward at East Surrey Hospital in huge pain and did not receive enough care and help from its staff. Horrible experience.
COVID	Forcing COVID tests on children before seeing a doctor has caused my child serious anxiety.

Early Years	My children are older but when they were babies I used local services for healthcare, breastfeeding support, weaning info, a child first aid course, library services, local playgroups and playgrounds. All of these things are a necessity not a privilege if we want to support families as a society. I would hate to think that other new mothers would have to navigate motherhood without these services. I am in a relatively privileged position with support from my husband, family etc but these services are a lifeline and NONE of them should be at risk of being cut. Helping mothers (parents) is an easy way to help create a better future society. It has to be worth the investment.
Early Years	Invest in early years reap benefits later. Should be joined up more midwife- health visitor-Children-Centre
Early Years	My baby was well cared for and had support. I feel lots of babies feel from professional view and suffered during the pandemic because professionals stopped the regular support services. This must not happen if these circumstances happen again.
Facilities nearby	Having facilities near us is essential. We live in SE19 which seems to be forgotten by Croydon council. Getting to areas where there are centres is almost impossible on public transport - with a double buggy
Free activities	Less free services and baby classes available that there used to be.
Free activities	Have not found any free activities to do with my baby
GP	Even having doctors appointments for my little one, there again were no weigh in's or checks to see how we were doing. When i asked at the doctor they said that they didn't have any scales. Surely they could buy a set of scales to weigh all the babies coming in?
Health visiting	<ul style="list-style-type: none"> '- please keep health visitor appointments for new mums - breastfeeding support is so dependant on who Yiu know and I feel could be much better, I relied on peer support and could have done with access to something more formal - I think womens mental health support for mothers is really important - I feel concerned about the lack of free activities available to people, particularly with wriggle and rhyme not on at all libraries. It feels like a real divide for those on lower incomes - support for parents to understand children's behaviour I'm concerned by the lack of appropriate information out there ans the number of parents that don't understand why children behave as they do.
Health visiting	<p>I have had no contact from the health visiting team in over two years. We are all well so I have not wasted my time chasing since it is always a hassle. My child is over 3 now and hasnt had any health visitor apts since 1.</p> <p>We see our gp and allergy specialist as needed so while it isn't a worry for my family it does worry me for other families who are depending on those services and do not have addition resources. We previously lived in Sutton and had amazing services. Croydon is shockingly poor. The library service cuts are also disappointing</p>
Health visiting	<p>Serious lack of face to face contact to families by HVs a real danger; sending tick lists out in the post for development checks ; asking Mothers in front of their partners about DV completely unacceptable and insensitive. All mothers in the Covid 2 years have suffered from a total lack of face to face support and minimal service. What is being done to increase HV numbers?</p> <p>For toddlers with a serious speech delay I faced the totally unsatisfactory experience of video session with a SALT who denied there were significant delays.</p> <p>I was directed to Purley Oaks Childrens centre and met Liz for the speech assistance who was absolutely marvellous.</p>

Health visiting	I have not been in touch with a health visitor since my daughter was a few weeks old in Feb 2021. I tried to call and get the 9-12 month evaluation myself, they gave me a number to call and certain hours to call in, I called when I was supposed to and it was a dead line. She's now almost 13 months and has not been evaluated.
Health visiting	I haven't been contacted about a 2 year check or wouldn't know where to start accessing help if I needed it
Health visiting	More contact post pregnancy with health visitors
Health visiting	I only had one health visitor appointment since my baby was born- I'm a first-time single parent with mental health issues and could have used much more support in the early months with feeding and sleep, and struggled to bond. I was told to ring the duty line but to be honest it's easier to just use Google. The benefit of a health visitor (from friends and relatives who live where the services are good) is that they can see your child, your environment and ask questions/offer support based on that. A duty phone line doesn't do the same thing. That's how things like abuse and domestic violence get missed.
Health Visiting	I was supposed to have a health visitor regularly come and see me as my blood pressure was very high but they said this wasn't possible. The children's centre in Selhurst was the place to support me and keep me going and help me.
Housing	I currently pay for my housing and am struggling to pay for child care for my child. As a single parent with no additional financial support I am struggling. I make a good salary but with the rise in bills it is getting harder and harder.
Housing	Housing is a bad problem for us. Not having space for our son to play as we are in a studio makes things really difficult.
Leisure Centre	Reduced facilities like closure of the Purley leisure centre has had a huge impact. Please reopen the Purley leisure centre. Reduced opening hours of the Purley Library has a big impact. Could you please have the library open on Saturdays so that working parents could have a chance to use the library facilities? Thank you.
Listening	I feel that parents should feel like they are being heard when they ask for support and not just be brushed off. During the pandemic I had to support 3 separate families during their time of stress. 1: Desperately needed financial assistance, housing help and emotional support for both them and their child so I was on the phone EVERY DAY with them. 2: Needed help because of the breakdown in their relationship and ensuing custody exchanges, which had to take place at my house to keep the peace. 3: Desperately wanted something to be done with regards to their child's tongue tie but felt fobbed off and had to struggle on by themselves. A struggling parent may only ask once for help and if they're ignored or not listened to that time then you will lose their faith in your ability to help them!
Midwifery	It would be really helpful for midwives to do the very early postnatal appointments at home. Having to travel to hospital when my baby was 5 days old was such hard work. I could barely walk. It would also be helpful for the health visitor to visit in person, especially for the early days. Overall I found the postnatal midwife experience in Croydon poor. I never saw the same person twice, and I had to travel to appointments when I hadn't yet recovered from the birth. I showed one midwife a blister on my nipple and she just told me it would get better and offered no support with breastfeeding technique to solve the problem. If I hadn't been able to access help from family members I would have stopped breastfeeding. The health visitor invited me for an appointment when my baby was just a few weeks old and I had to walk two miles to get to her, and then when I arrived she told me actually she had got the date wrong and I would have to come back in another two weeks. It didn't really feel like she cared. I called and asked to change health visitor but no one called me back.

Playgrounds	Green spaces and playground equipment needs to be maintained in good order and promptly replaced if vandalised Video cameras (even dummy cameras) are a good deterrent to vandalism - would be good to have at all playground spaces
Playgrounds	The playgrounds in Croydon need a lot of work. You mention the fact Croydon has the most young people but it also has the worst parks. Old, unkept equipment, little wildlife all vermin! It is quite depressing for mothers in the tightly cramped overcrowded social housing to get out and enjoy the outdoors when the parks have little to be desired. Also it is not clear what events the library are putting on is rhyme time still available?
Playgrounds	There should be no future flat buildings in West Thornton without consideration for developers providing full and complete indoor and outdoor play areas for kids of all ages and parking for adults. The drive to fill every available space with flats is choking the area without any compensation for existing residents. Your strategy is building ghettos not communities with kids being forced to meet in stairways and appartement corridors resulting in thousand of pounds of damage to leaseholders common areas It's miserable for everyone putting renters and leaseholders against each other . Management charges are being driven sky high with a mop up second charge being applied annually in addition to monthly payments payment s running into more than a thousand pounds.
Playgrounds	My children access playgrounds a lot which is very important for their physical and mental well-being but there is clearly an underinvestment in these spaces in Croydon relative to other London boroughs.
Playgrounds	I often get the impression that the council is not here for me/us as a family. By that I mean that most of things I see and want to do with my children is private organisations/clubs etc., rather than anything the council runs (although perhaps something like the central library will develop into one as my children grow up). We live close to some green spaces (Wandle Park/Waddon Ponds) and my absolute biggest gripe is the lack of outdoor play activities and the state of repair of the equipment. Wandle park has such a great location, but the cafe is never open and the equipment is for older children or is often vandalised. This could and should be a number 1 attraction, all year round, like Beddington Park. Waddon ponds equipment is horrendous/dangerous. All you need to do is go visit Sutton run parks (Nonsuch, The Grove and Beddington Park...the latter is outstanding) and the difference is stark! The pandemic has shown outdoor spaces to be a core service.

Playgrounds	Croydon needs more playparks and more corner shops (or even vending machine shops) - it has an opportunity to be a 15-minute walkable city rather than car-centric and polluted, but there are so many inaccessible or dangerous streets - it is stressful getting about with a toddler without the landscape being so difficult to negotiate. Plant some trees along the streets (ideally between parking spaces rather than on the pavements) to shelter parents and kids from the weather/traffic/pollution. Ban pavement parking. Improve the dropped kerbs. Police flytipping and glass-smashing on footpaths. Run school streets properly so that parents aren't just driving up to the next corner and then pretending they've walked the whole way (and ask the parents why they choose to drive). And when planning newbuilds, allow pedestrian cut-throughs so that parents don't have to walk the long way round via main roads to get to the nearest park. (For example, there ought to be pedestrian cut-throughs to the Purley Oaks Children's centre/South Croydon Rec from the north; there should be a pedestrian cut-through from the Moreton Road steps to Normanton Meadow - there is actually a path that goes next to the newbuild that's been closed off by a gate, or you could create a path via the primary school playing field. Plus the newbuild next to St Peter's Primary school should have had a playpark on the plot, as there aren't any playparks for a good half-hour's walk from there - perhaps just open up the school playpark to outsiders at the weekend?)
Postnatal care	Lack of care recovering from a c section was a shock. Limited home visits post hospital for baby and me. No guidance on how to recover from a C-section
Postnatal care	Croydon council postpartum services are the worst I've come across. You get looked after for 6 weeks then just forgotten about. It's shocking
Roads	Young children need safe streets. There is too much road danger from speeding and dangerous drivers. Croydon does very little to enforce this.
Special Needs	Improved access for special needs children to local services preferably face to face
Special Needs	The lack of important care for children with special needs
Special Needs	Should arrange more activities and holiday clubs for children with special educational needs.
Special Needs	Support for children who have SENF age 4/5-8 Reception age to year 2.
Speech and Language	The lack of service and support for speech and language is diabolical. There have been no face to face visits the online service chatterbox is absolutely useless
Speech and language	I'm disappointed that you can not have access to a speech and language therapist until your child is at school. The chatterbox group have no impact especially when the child isn't at the meetings and its hard to attend when you are a full time working parent.
Stay and play	my children and I enjoy attending the local stay and play sessions and we are so glad that they are running again.
Stay and play	A chance for mums to also meet and discuss issues with other mums, such as stay and plays open to everyone
Survey	The grammar in some of these questions/answers is really poor and does not give the impression of professionalism.

Survey	This is a very confusing and muddled survey.
Survey	This survey is written incredibly badly. It's not clear what many of the options are - some of the options are grammatically incorrect nonsense-terms e.g 'slightly no impact' and 'Neither no impact nor any impact' Therefore the answers to these sections should not be taken as scientifically valid.

This page is intentionally left blank

Equality Analysis Form

Croydon's Partnership Early Years Strategy

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	Education
Title of proposed change	Early Years Strategy 2022 - 2025
Name of Officer carrying out Equality Analysis	Denise Bushay

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

Croydon's Partnership Early Years Strategy is a new strategy for the services supporting Croydon's parents, carers and children in the Early Years – from just before pregnancy to the end of the reception year at school.

There are currently 27,372 children under the age of five living in our local authority.

Croydon's vision is that 'All children and young people in Croydon will be safe, healthy and happy and will aspire to be the best they can be. The future is theirs'. This vision is only achievable if we work with families and in partnership to support all families at the universal level, identify and respond swiftly to emerging needs and provide coordinated, targeted support. This vision is underpinned by a commitment to prevention and earliest possible intervention.

The purpose of the strategy is to set the strategic framework for delivering Croydon's vision for its youngest residents over the next three years. It includes the principles, aims, objectives, key priorities and governance arrangements for the services supporting Early Years parents, carers and their children.

The image below contains the principles or working



The Partnership Early Years Strategy outlines an integrated approach for delivering a range of support / services to avoid duplication, identify issues, and tailor our response to suit, thereby improving outcomes for parents, carers and their children from preconception to the transition into reception.

Internal consultation - the Early Years Strategic Group worked in partnership on the development of the Strategy. The group consist of staff from different departments across the council who provide information relating to early years.

External consultation - All those with an interest, including parents/carers has been consulted on the draft strategy using different means/mode of communication, including via online survey, and stakeholder events.

The objectives set out below which are in addition to the working principles have been created as a result of the consultation processes.

Include the child, mother, father, grandparents, carers voice in everything we do

Provide healthy and safe environments for all children in Croydon to thrive, feel safe and grow into confident young people

Actively reduce the risk of education, health and wellbeing inequalities developing in the early years and beyond

Explicitly address the needs of children and families experiencing poverty (food, fuel, and digital); with English as an additional language; who are Looked After or looking after, have special educational needs and disabilities, or are living in temporary or inadequate accommodation

Provide easy access to physical and virtual services which work together, value familie's strengths and provide support at the right time and in the right place

Prepare parents and carers for parenthood and help them to develop and sustain a strong bond with their children

Enable families to access high quality childcare and all children are supported in childcare, early years and education settings

Support the emotional health and wellbeing of parents, carers and children

Support the physical wellbeing of children and reduce childhood obesity by promoting healthy eating and physical activity

Protect children from hidden harm and serious disease, through information sharing, screening and immunisation

3. Impact of the proposed change

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

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

3.1 Deciding whether the potential impact is positive or negative

Table 1 – Positive/Negative impact

For each protected characteristic group show whether the impact of the proposed change on service users and/or staff is positive or negative by briefly outlining the nature of the impact in the appropriate column. If it is decided that analysis is not relevant to some groups, this should be recorded and explained. In all circumstances you should list the source of the evidence used to make this judgement where possible.

Developing this strategy in a partnership / collaboration with parents and carers, colleagues across and beyond the council, including Early Help, Public Health, NHS, Croydon's Clinical Commissioning Group and early years sector, residents and wider stakeholders will allow universal services to better support the most vulnerable children, including those with protected characteristics, and their families.

Protected characteristic group(s)	Positive impact	Negative impact	Source of evidence
Age	<p>Yes.</p> <p>The strategy covers all pre-school and school age children up to when they start school in the Reception year and is in line with the Early Years Foundation Stage (EYFS).</p> <p>The strategy includes parents of any age.</p> <p>The Strategy promotes and supports diversity of age within the Early Years and Childcare workforce.</p>		<p>We know that approximately 6000 babies are born each year in Croydon.</p> <p>Data is collected on the uptake of the 2 and 3 year funded nursery places.</p> <ul style="list-style-type: none"> 49% of the eligible 2-year-old population benefitted from a funded early education place in January 2020.

	<p>The strategy will ensure that support is directed to children and families which will benefit most from it. Evidence suggests this is the most effective form of early intervention for addressing inequality and promoting more equal outcomes.</p>		<ul style="list-style-type: none"> • 85% of 3- and 4-year-olds benefited from a funded early education place in January 2020. For both age groups, take up is below the London and England averages. • In 2020 74.6% of pupils achieved a good level of development in Croydon in the Early Years Foundation Stage (EYFS) in line with London and above England (71.8%)
Disability	<p>Yes. The Strategy promotes and supports diversity within the Early Years Partnership workforce.</p> <p>Parents / carers of young children with additional / special educational needs have been consulted. This included on-line surveys, and stakeholder events. 11% of respondents to the parents / carer survey stated that they had a disability</p> <p>An objective in the strategy is to: explicitly address the needs of children and families experiencing poverty (food, fuel, and digital); with English as an additional language; who are Looked After or looking after, have special educational needs and disabilities (child or parent), or are living in temporary or inadequate accommodation</p> <p>Special Education Needs Co-ordinator (SENCOs) are available for children with</p>		<p>Evidence will be provided by ensuring there is representation from disabled parents and parents of disabled children through the ongoing parent engagement activities including the parent carer / panels</p> <p>Croydon population suggests there are potentially 11,219 children and young people (aged 0-25) in the borough with disabilities. The most frequent impairment type reported by children nationally is social / behavioural, with an estimated 5,024 children in Croydon potentially affected.</p>

	<p>special educational needs and disability. SENCOs are responsible for the day-to-day operation of the early years settings.</p> <p>The strategy will improve the outcomes for children with special educational needs and disability through targeted services/support.</p> <p>SEND training for staff in early years and childcare settings covers all aspects of the Equalities Act to ensure the setting meets the needs of the children and families it serves.</p> <p>All children up to the age of 5, including those who have a disability and/or special educational needs and their families are included in the Strategy.</p> <p>The council will continue to support settings to provide childcare for children with special educational needs through use of the Dedicated Schools Grant – high needs block.</p>		<p><i>Source: Department for Work and Pensions. Family Resources Survey</i></p>
Sex	<p>Yes. The Strategy promotes and supports diversity within the Early Years settings and workforce. This includes single parent families – male, female, other Females make up the largest percentage of the workforce (and business ownership).</p> <p>The strategy will affect all pregnant people, their families and families with children up to the age of 5 across the Borough. Fathers and carers are included as a key group.</p> <p>Improved access to childcare will mean improved services for both men, women and carers,</p>	<p>The majority of the Early Years and Childcare workforce is women. This Strategy could be seen to be less favorable towards men.</p>	<p>Children under 5 are tracked within early years settings to ensure they make a good level of development. Comparisons are made between the achievements of girls and boys.</p>

Gender Reassignment/Identity	Yes. The Strategy promotes and supports diversity within the Early Years Partnership and Childcare workforce. Equalities Act training ensures that parents/carers are not discriminated against due to their gender or gender identity. This will include consultation with parents about their preferred language with respect to identity and inclusivity		Respondents to the parent survey were asked to identify their gender.
Marriage or Civil Partnership	Yes. The Strategy promotes and supports diversity within the Partnership Early Years and Childcare workforce.		
Religion or belief	<p>Yes. The Strategy promotes and supports diversity within the Partnership Early Years and Childcare workforce.</p> <p>The strategy supports places being available for all children regardless of religion or belief.</p> <p>Private childcare providers have a statutory duty to have policies in place which meet the requirements of the Equalities Act for staff and the children and families they serve.</p> <p>As part of the delivery planning process, and the commitment to inclusive practice, the possibility of an equality dashboard including data from across the system partners will be explored.</p> <p>All children aged up to the age of 5 and their families, regardless of their religion or belief are included in the Strategy.</p>		
Race	<p>Yes. The Strategy promotes and supports diversity within the Partnership Early Years and Childcare settings and workforce.</p> <p>The strategy supports places being available for all children regardless of Race</p>		The 0 to 5 population is very diverse compared to London.

	<p>There will be targeting of children and their families of under-represented ethnic groups to improve take up and outcomes.</p> <p>The strategy supports children whose first language is not English and those who have come from war torn countries, e.g. asylum seeking and refugee parents and children.</p> <p>The strategy supports a workforce which is representative of the people it serves. Two priorities in the workforce workstream are 1. staff to attend unconscious bias training 2. to collect more robust workforce data to more fully understand the characteristics of the workforce and how this reflects the population – the workforce is largely not Council employees or in commissioned services.</p>		<table border="1"> <caption>Comparison of Ethnic Groups: Croydon vs London</caption> <thead> <tr> <th>Ethnic Group</th> <th>Croydon (%)</th> <th>London (%)</th> </tr> </thead> <tbody> <tr> <td>White</td> <td>30</td> <td>45</td> </tr> <tr> <td>Black</td> <td>30</td> <td>15</td> </tr> <tr> <td>Asian</td> <td>18</td> <td>20</td> </tr> <tr> <td>Mixed</td> <td>18</td> <td>15</td> </tr> <tr> <td>Other</td> <td>5</td> <td>5</td> </tr> </tbody> </table>	Ethnic Group	Croydon (%)	London (%)	White	30	45	Black	30	15	Asian	18	20	Mixed	18	15	Other	5	5
Ethnic Group	Croydon (%)	London (%)																			
White	30	45																			
Black	30	15																			
Asian	18	20																			
Mixed	18	15																			
Other	5	5																			
<p>Sexual Orientation</p>	<p>Yes. The Strategy promotes and supports diversity within the Partnership Early Years settings and workforce.</p> <p>Providers have a statutory duty to have policies in place which meet the requirements of the Equalities Act for staff and the children and families they serve.</p> <p>The parent survey used ONS data questions to ask parents, carers about their sexual orientation.</p> <p>One of the strategy's six workstreams is parental engagement. Within this a key priority is to: Work with parents and carers to understands what 'inclusive' means to them' This will include the needs and wishes of same sex parents</p>		<p>Of the 476 responses to the parents and carers survey, 17 identified as gay, lesbian, bisexual, or other.</p>																		

Pregnancy or Maternity	<p>Yes. The Strategy promotes and supports diversity within the Partnership Early Years settings and workforce.</p> <p>The scope of the strategy is from pre-conception to the age of 5-6, so incorporates pregnancy and maternity.</p> <p>Pregnant mothers and those with young babies may be advantaged by the provision of childcare places in their locality.</p> <p>The parent and carer survey included a section for pregnancy. The top three issues identified were: mental health in pregnancy, meeting others in a similar position and support for after the baby was born. Please see the outcome report for more information.</p>		6000 babies are born on average each year in Croydon.
------------------------	--	--	---

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
No negative impacts have been identified. Early Years services have a positive impact on children and families with protected characteristics.	Census data, school population data ,health statistics informal knowledge from schools and communities	

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

5	4	3	2	1
---	---	---	---	---

	3	3	6	9
	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

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	2	2	4
Disability	2	2	4
Gender	2	2	4
Gender reassignment	2	2	4
Marriage / Civil Partnership	2	2	4
Race	2	2	4
Religion or belief	2	2	4
Sexual Orientation	2	2	4
Pregnancy or Maternity	2	2	4

4. Statutory duties

4.1 Public Sector Duties

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

Advancing equality of opportunity between people who belong to protected groups

Eliminating unlawful discrimination, harassment and victimisation

Fostering good relations between people who belong to protected characteristic groups

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

5. Action Plan to mitigate negative impacts of proposed change

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

Table 4 – Action Plan to mitigate negative impacts

Complete this table to show any negative impacts identified for service users and/or staff from protected groups, and planned actions mitigate them.				
Protected characteristic	Negative impact	Mitigating action(s)	Action owner	Date for completion
Disability				
Race				
Sex (gender)	The majority of the EY workforce is female	Include ways to increase male representation in the workforce through the work of the workforce stream	Workforce workstream	March 2024

Gender reassignment				
Sexual orientation				
Age				
Religion or belief				
Pregnancy or maternity				
Marriage/civil partnership				

6. Decision on the proposed change

Based on the information outlined in this Equality Analysis enter **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 strategy is robust. There has been consultation with parents, carers and partners which has informed the working principles, objectives and workstream priorities. Implementation of the strategy through the delivery planning phase will include the detailed actions on inclusive practice and reducing inequalities. 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.	x
Adjust the proposed change	We will take steps to lessen the impact of the proposed change should it adversely impact the Council's ability to meet any of the Public Sector Duties set out under section 4 above, remove barriers or better promote equality. We are going to take action to ensure these opportunities are realised. If you reach this conclusion, you must outline the actions you will take in Action Plan in section 5 of the Equality Analysis form	
Continue the proposed change	We will adopt or continue with the change, despite potential for adverse impact or opportunities to lessen the impact of discrimination, harassment or victimisation and better advance equality and foster good relations between groups through the change. However, we are not planning to implement them as we are satisfied that our project will not lead to unlawful discrimination and there are justifiable reasons to continue as planned. If you reach this conclusion, you should clearly set out the justifications for doing this and it must be in line with the duty to have due regard and how you reached this decision.	

Equality Analysis

Stop or amend the proposed change	Our change would have adverse effects on one or more protected groups that are not justified and cannot be mitigated. Our proposed change must be stopped or amended.	
Will this decision be considered at a scheduled meeting? e.g. Contracts and Commissioning Board (CCB) / Cabinet	Meeting title: Date:	

7. Sign-Off

Page 338

Officers that must approve this decision		
Equalities Lead	Name: Position:	Date:
Director	Name: Position:	Date:

REPORT TO:	CABINET – 14 SEPTEMBER 2022
SUBJECT:	Adult Social Care Reform
LEAD OFFICER:	Annette McPartland Corporate Director Adult Social Services
CABINET MEMBER:	Councillor Yvette Hopley Cabinet Member for Health and Adult Social Care
WARDS:	All
FINANCIAL IMPACT	
<p>The Adult Social Care White Paper has significant potential financial implications from 2023/24. Croydon is working regionally and nationally to develop methodologies to assess the full financial impact. Grant funding is expected; however, the allocations are not likely to be known until early 2023.</p>	
<p>FORWARD PLAN KEY DECISION REFERENCE NO.: delete text if not applicable [insert key decision number or ‘not a key decision’] [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.]</p>	
<p>The Executive Mayor in Cabinet is recommended to:</p>	
<p>1 DRAFT RECOMMENDATIONS</p>	
<p>1.1 To note the opportunities and challenges set out in this report regarding the reform of Adult Social Care.</p>	
<p>1.2 To endorse the financial and transformational planning and operating model changes required, which will be delivered through the Adult Social Care & Health Directorate’s service and improvement plans, aligned to the Croydon Health and Care Plan, the Council’s medium term financial strategy and the Executive Mayor’s priorities.</p>	
<p>1.3 To agree that the Mayor will receive regular updates on the progress of the programme and receive assurance of the Directorate’s readiness for the inspection assurance process.</p>	

2 EXECUTIVE SUMMARY

2.1 This paper summarises the recommendations of the government’s Adult Social Care White Paper, ‘People at the Heart of Care’, which was published in December 2021. It identifies opportunities and challenges which will be faced by Croydon Council from the White Paper and makes recommendations on implementation.

- 2.2 The challenges set out will be similar for all local authorities across England. However, for Croydon they are particularly acute, due to variables including the number of care homes, budgetary and resource challenges resulting from the previous S114 notices issued by the Council, and resulting medium term financial strategy requirements.
- 2.3 The Directorate is currently delivering a key government requested exercise – the Fair Cost of Care. This is part of the national reforms; working with domiciliary providers for home care 18+, and residential and nursing care providers for 65+ to establish nationally and locally an approach to agreeing fees to enable a sustainable provider market.
- 2.4 Please also note, on 7 July 2022, a Ministerial Announcement from the Department of Health and Social Care, confirmed a partial delay to the implementation of part of the reforms, under S18(3) of the Care Act 2014; whereby self-funders in care homes could ask a local authority to enable access to their placement rates.

3 BACKGROUND AND KEY INFORMATION

- 3.1 The Care Act 2014 provided the legislative framework for a cap on care costs, but implementation was delayed until April 2020 and was then effectively indefinitely postponed.
- 3.2 In response to increasing pressure on successive governments to address the challenges in social care, plans were announced by the government in September 2021. These set out wide-ranging reforms of adult social care both in terms of system change and, on an individual level, providing certainty around how much people would need to pay for their care at their time of greatest need.
- 3.3 The government was clear in its announcement that these reforms were part of a longer journey of a change in the national vision for social care that:
- Offers people choice and control over the care they receive.
 - Promotes independence and enables people to live well as part of a community.
 - Properly values our exemplary and committed social care workforce, enabling them to deliver the outstanding quality care that they want to provide.
 - Recognises unpaid carers for their contribution and treats them fairly.

White Papers published in 2021

- 3.4 The latest reforms were initially set out in the Government policy paper: '**Build Back Better: Our Plan for Health and Social Care**' and the White Paper, '**People at the Heart of Care**' (published in December 2021), which together set out a ten-year vision based on three objectives:
- People have choice, control, and support to live independent lives.

- People can access outstanding quality and tailored care and support.
 - People find adult social care fair and accessible.
- 3.5 The social care white paper and supporting policy documents were published within the context of a broader agenda of reforms, including the previous white paper in February 2021, entitled, '**Integration and innovation: working together to improve health and social care for all**' that set out legislative proposals on integrating care under the themes of:
- Working together and supporting integration.
 - Stripping out needless bureaucracy.
 - Enhancing public confidence and accountability.
 - Additional proposals to support public health, social care, quality and safety.
- 3.6 The December 2021 White Paper is referred to as the 'ASC White Paper' in this report and the earlier 'Integration and Innovation' White Paper from February 2021 is referred to as 'the Health & Care White Paper'.
- 3.7 A third White Paper, **health and care system integration - Joining up care for people, places and populations**, was published in February 2022, which focuses on shared outcomes, governance, budgets and data.

Transformation at the heart of Croydon's health and care future

- 3.8 Integrated care aims to give people the support they need, joined up across local councils, the NHS, and other partners. It removes traditional divisions between hospitals and family doctors, between physical and mental health, and between NHS and council services. In the past, these divisions have meant that many people experienced disjointed and ineffective care.
- 3.9 Through system restructuring driven by the establishment of the South West London Integrated Care Partnership (ICP), the identification of Croydon as a 'Place' within the new structure, aligned to the well-established One Croydon Alliance, has strengthened the commitment of local partners to work together differently in Croydon.
- 3.10 Functions and some services now work more effectively together in an integrated way, with one ethos and one approach, to provide care and support without organisational barriers.
- 3.11 The One Croydon Alliance has been working within these principles since 2016. Supporting an all-age approach to those with complex health and care needs to remain healthy and independent at home for as long as possible and reduce unnecessary hospital admissions. Although it should be noted, there was significant impact caused by the pandemic, leading to a substantial focus on hospital discharge, rather than community services.
- 3.12 While the ASC White Paper focuses on the restructuring and development of adult social care, it should be noted that significant transformation work

continues within existing programmes across Croydon (in the Health and Care Plan) and South-West London to ensure greater integration between health and social care and thus better care and support for people.

- 3.13 Reforms within both white papers complement existing local programmes and increase the focus on work that is required within the council's adult social care services.

4 PRINCIPAL REFORMS IN THE ASC WHITE PAPER

4.1 The ASC White Paper sets out the following principal reforms:

- £5.4 billion to support adult social care in England over the next three years.
- To introduce a duty for the Care Quality Commission (CQC) to independently review and assess local authority performance in respect of its discharge of duties under the Care Act. An inspection may take place from some point in 2023/24 onwards and it is essential that Croydon is prepared by reviewing all potential areas of inspection before this date. There will also be a local system review.
- To grant new powers for the Secretary of State for Health and Social Care to intervene in local authorities to secure improvement where there are significant failings.
- To establish an adult social care data framework during 2022.

Funding proposals in the ASC White Paper

4.2 The Government proposes to increase funding for health and social care over the next three years (2022-2025) through a new tax, the Health and Social Care Levy, funded through a 1.25% increase in employee and employer National Insurance contributions.

- £3.6 billion is identified to support reforming how people pay for care (including the introduction of a cap on care costs and a more generous means test).
- £1.7 billion would support wider system reform; this is expected to be disseminated through the Integrated Care Systems (ICS).

4.3 Wider system reform to be funded by the £1.7bn identified above includes:

- A specific commitment of £300m to further integrate housing into local health and care strategies; (a prospectus is expected in Autumn 2022).
- £150m for technology and digitisation.
- £500m investment in workforce.

4.4 These are all welcome acknowledgements of the challenges faced in the wider health and social care system and of functions that support people to remain living independently in their own homes for longer.

Care Cap

- 4.5 The government intends to reform how people pay for adult social care with a commitment that nobody needing care should have to sell their home.
- 4.6 The White Paper proposes an £86,000 cap on the amount anyone in England will have to spend on their personal care over their lifetime to be introduced from October 2023.
- 4.7 The cap is applied regardless of age or income, although **only** money spent on meeting a person's personal care needs will count towards the cap, so this will exclude accommodation and daily living costs, also known as 'hotel costs'.
- 4.8 Additionally, from October 2023 the Government proposes to make the means test for accessing local authority funding support more generous. This includes increasing the upper capital limit (the threshold above which somebody is not eligible for local authority support towards their social care costs) from £23,250 to £100,000. This means that, in assessing a person's ability to pay for their own care, the value of their personal assets that is disregarded in the calculation will more than quadruple. This measure is intended to reduce pressure on people to sell their homes or other assets to pay for their care.
- 4.9 The Fair Cost of Care work already initiated by the Directorate will help establish a reasonable benchmark on the number of self-funders who may approach the Council for an assessment, to enable them to start a Personal Care Account, which will track how much they spend on their care. Whilst this new service will be beneficial to those accessing care, the Council will need to ensure it has the capacity in personnel and systems to meet the related rise in demand for assessments.

Fair Cost of Care Exercise

- 4.10 The Market Sustainability and Fair Cost of Care Fund is to help local authorities prepare their markets for reform, not to help with an increased number of clients.
- 4.11 The exercise is a government requirement, with a first draft submission in October 2022, and a final submission of the exercise results required in February 2023. Successful delivery is directly linked to in year funding for 2022/23, and access to a £600m national pot for 2024/25 and 2025/26.
- 4.12 In order to deliver the exercise, the Council has established a dedicated team to ensure delivery of the programme and support to the market to be able to respond to the request for information. Support to the market has included:
- Engagement in person and virtually with the relevant parts of our provider market. This has included 'in person' provider forums, online support sessions, emails and phone calls. In addition to this engagement from the Council, providers have been having regular communications from the care and health improvement programme at the Local Government Association (LGA) and a number of national provider organisations.

- Managed communications through a dedicated email address, set up specifically for this programme of work. Communications have also been put on the corporate website.
- Adopted the two free of charge national tools developed by the Association Directors Adult Social Services (ADASS) and the LGA. These tools were developed in conjunction with some of the large national provider organisations and many councils in England are using them to gather the data to carry out the exercise.
- Signposted our provider market to the extensive free of charge training and support offer funded by ADASS and the LGA.

Inspection and Assurance Framework

- 4.13 The ASC White Paper also confirms that a new inspection and assurance framework will be introduced from April 2023. This includes new legal powers for the Secretary of State for Health and Social Care to intervene in local authorities to improve services where there are significant failures to deliver their duties under the Care Act 2014.
- 4.14 Detail of the inspection and assurance framework has yet to be finalised. However, it is anticipated there will be some assessment at the 'Place' level. This would likely focus on a partnership approach, care market management, as well as a strong emphasis on the lived experience of people who use services.
- 4.15 The Government has been clear in the ASC White Paper that it's focus is on supporting local authorities' in meeting individuals' care needs, through:
- Maintaining oversight of the whole social care workforce in their local area, across public and provider organisations, though supporting staff retention and professional development.
 - Managing transitions between services – for example, between health and social care, and the transition from children's to adult services.
 - Preventing people from requiring social care in the first instance – for example, by supporting and developing community organisations working on prevention and reablement.
 - Carrying out their safeguarding duties.
 - Ensuring good outcomes for people through effective leadership.
 - Managing their commissioning and contracting responsibilities.
 - Shaping the care market to meet people's needs with diverse and quality provision, enabling choice and independence.
 - Meeting the needs of unpaid carers.

- Assessing the needs of people who may be eligible for care and supporting them to access what they need, whether or not they receive local authority support or will fund their own care.
- 4.16 The Care Quality Commission will assess local authorities using a new single assessment framework that builds on the approach that is currently used to assess providers (following 5 key lines of enquiry: Safe, Effective, Caring, Responsive, and Well-led).
- 4.17 It will also draw upon the 'I' statements used in Think Local Act Personal, 'Making it Real' framework, that reflects the most important aspects of personalised, culturally appropriate care.
- 4.18 Assessment themes are expected to be working with people, providing support, ensuring safety, leadership, and workforce.
- 4.19 Consequently, it is a priority for Croydon to ensure that its response in all these areas is addressed during 2022/23. This will enable the Council to be in the best possible situation to respond to an assurance inspection, which could take place at any point from 1 April 2023 onwards.
- 4.20 Although adult social care services have had assessment regimes in the past, the new assurance framework marks a change in the way that local authorities will be assessed in how they deliver adult social care functions. It will have an impact both on the delivery of services under inspection and on officer resources to prepare for inspection regimes.
- 4.21 In preparation, the Council has completed a self-assessment based on the preparation for inspection tool developed by the Association of Directors of Adult Social Care (ADASS), with the support of an external ex-DASS advisor.

5 BENEFITS TO CROYDON AND ITS RESIDENTS

- 5.1 The Croydon health and social care system is well advanced with regards to the implications of the ASC White Paper, with significant integration in place already through the Croydon Health and Care Plan, and the One Croydon Alliance, including broader integration initiatives delivered through the Better Care Fund.
- 5.2 The Directorate's existing service and improvement plans have anticipated the reform, planning initial capacity to analyse the extent to which Croydon's services meet the white paper requirements. For example, setting up a Fair Cost of Care programme and team, a review of our operating model, which is informing a workforce strategy, and an Inspection Readiness programme. This latter area of work is supported by a monthly Performance Board, which is focused on areas of weak data, financial or operational performance identified in the ADASS 'preparation for inspection self-assessment tool'.
- 5.3 There will need to be a special focus on the system reform elements set out in the White Paper, including integrating housing into local plans, technology and digitisation, workforce recruitment and retention, and other local projects that will support delivery of the White Paper's vision.

- 5.4 The work will support the Council and the provider market to ensure that we have a skilled local workforce, with clear career pathways to retain and grow a vibrant social care workforce.
- 5.5 Due to the nature of the social care market, it is important that both South-West London and 'Place' level changes that impact on the workforce are made collaboratively where they can be most effective. This will ensure no duplication or benefits being sought in one environment when they could have a greater impact at a different level.
- 5.6 System-wide integration at a strategic level creates a significant opportunity to amplify challenges and opportunities for the local authority. The South-West London Integrated Care System (SWL ICS), where substantial funding opportunities will come from, offers the opportunity for the Council to highlight, develop and implement relationships beyond the conventional health and social care relationship further into the voluntary and community sector.
- 5.7 Investment at any level is welcome to meet the vision of the White Paper, as well as local priorities to reduce avoidable admissions to hospital, supporting effective discharges and helping people to remain independent in their usual place of residence for as long as possible.

6 IMPLICATIONS

Potential for unanticipated costs

- 6.1 The most significant challenge for every local authority which delivers adult social care services, is the potential for unanticipated and unfunded costs from central government from these changes.
- 6.2 Within Croydon, there are 127 registered care homes for all client groups with around 2,933 beds. The Council commissions about a third of those beds. The Council is awaiting the results of the Fair Cost of Care work to indicate the percentage of residents who are self-funding under the current system. A proportion of whom are expected to have originated from outside Croydon.
- 6.3 If the new system is introduced, the lifetime contributions and the personal savings limit changes, will result in the funding of new peoples' care costs becoming the Council's responsibility, which represents a potential significant financial risk.
- 6.4 As negotiated council rates are anticipated to be lower than privately funded rates, providers may need to adjust their general tariff rates to compensate for any potential overall loss of income from more competitively commissioned rates from local authorities.
- 6.5 A self-funding person coming forward to ask the Council to arrange their care, will also require an assessment of eligibility of needs based on national criteria and the self-funded level of support might not align with services that the local authority would have commissioned. Nevertheless, there will be a pressure on

the Council to complete these assessments and to work with residents to understand the implications, which will present a further pressure on resources.

- 6.6 It will be essential that residents understand the implications of the changes for them. Our developing panel of residents with lived experience, will be a crucial forum to develop an effective and accessible communications plan to enable residents to understand the full implications of the reforms.
- 6.7 Council finance officers across London dealing with adult social care are currently working on indicative modelling to cost the potential financial impact of the reforms, resulting in more people who fund their own care becoming the responsibility of their local council.
- 6.8 In essence, the introduction of a care cap creates a potentially significant and only partially quantifiable financial and capacity risk for the Council.
- 6.9 Detail around the level of funding the government will make available to support local authorities is crucial to fully assess the impact and further announcements on this are anticipated.
- 6.10 Some of the funding has been announced, specifically the Market Sustainability and Fair Cost of Care Fund, which will give £1.4bn grant funding to councils over three years. Although this is to help local authorities prepare their markets for reform, not to help with an increased number of clients. Council's will not know their grant allocations until Quarter 4 of 2022/23, nor is there clear guidance on the grant beyond 2024/25. It is also possible it may not be sufficient to meet the financial pressures.
- 6.11 In terms of the wider ASC Reforms, in August 2022, the government published a consultation, '[Distribution of funding to support the reform of the adult social care charging system 2023 to 2024](#)'. The proposals cover the elements of the reforms related to distributing funding for needs and financial assessments, the extension to the means test and the cap on care costs. A final funding decision will be published by the 2023/24 provisional local government finance settlement.
- 6.12 Learning from the consultation responses and from delivery in 2023/24, will inform adjustments to decisions on future distribution values. It is likely there will be a further consultation for 2024/25.

Workforce

- 6.13 In its initial analysis of the ASC White Paper, the Municipal Journal (Nov 2021) calculated that, once other factors are accounted for, the increase in local authority spending power after the new funding is made available may be as low as an additional 1.8%.
- 6.14 There was detail in the White Paper and the Government's Autumn Spending Review of how the additional £500m on workforce development would be spent, including training, mental health support, continuing professional development (CPD) for nurses and a digital hub for support and advice.

- 6.15 Importantly, the White Paper does not address the immediate recruitment and retention challenges of both care home and domiciliary care staff who number 1.65m in England, nor to the present recruitment challenges of social workers and occupational therapists within social care. Though again, in both instances, the Council is working hard with local providers, including negotiations on cost of care uplifts, and passporting various government workforce grants.
- 6.16 On the Council's own workforce issues, reviewing the operating model and a workforce strategy will focus substantially on demand management, and a workforce that can respond to increase demand for assessment and review.
- 6.17 While the authority continues to meet demand as required, there may continue to be insufficient, trained resources within the wider labour market or working in our local system to optimally deliver services against rising demand.
- 6.18 Significantly, local focus at the 'Place'/Borough level must influence and address the factors that will result in improved performance and better outcomes. This would include effective market management, quality of commissioned care, quality of practice within Adult Social Care, effective integration of processes with housing and improvements in data management, all of which are identified in the ASC White Paper.

Managing demand

- 6.18.1 The ASC White Paper raises the disregard of personal savings to £100,000 (from £23,250). It is likely that more people may exercise their right to request that the local authority supports them in arranging their care. This will have a resource implication within social care assessment and brokerage services.
- 6.19 The borough of Croydon has a large provider market and therefore a greater pressure on the Council will mean that, while engagement with providers is usually very good, market management becomes significantly more pressured to meet demand and to maintain flow.
- 6.20 Specifically, our improvement focus is targeted to divert people from long-term care, e.g., through reablement, Home First and work with the third and voluntary sectors. These may be affected by increased demand for care assessments, however our vision will remain to enable, where appropriate and proportionate, people to stay in their own homes and communities.
- 6.21 The local authority is committed to new ways of working but resource challenges are always present during periods of change, and it will be important that there is clarity on the sources of funding to ensure the full implementation of the vision.

7 SERVICE AND IMPROVEMENT PLANS

- 7.1 To address the challenges and opportunities presented by the White Paper, the Adult Social Care and Health Directorate has developed a clear strategy and aligned service and improvement plans.

- 7.2 A significant focus of the strategy and plans will be on continuing to work with system partners to best meet the needs of Croydon residents. Within this, programmes are in place to focus on the reforms, inspection readiness, managing demand and integration.
- 7.3 Progress will be reported at regular stages to appropriate levels of system governance, including to the independently Chaired Improvement Board, the Mayor, and the Health and Social Care Scrutiny sub-committee.

8 IMPLEMENTATION OF LIBERTY SAFEGUARD PROTECTION

- 8.1 Although not part of the ASC White Paper, but crucial to note, separately the government has consulted on a revised Mental Capacity Act code of practice and guidance, on Liberty Protection Safeguards (LPS). It is the first revision of the code since publication in 2007 and reflects changes in legislation, case law, organisations and good practice which have developed over time. The new system, when implemented, replaces the Deprivation of Liberty Safeguards, which have been in place since 2009.
- 8.2 The Government has suggested that responses to the consultation will have been considered by winter 2022. There is also a minimum period for the code and regulations to be laid before Parliament for 40 days.
- 8.3 Even with the consultation there are still a number of 'unknowns' in the planned implementation, which all local authorities are struggling with and are concerned about the possible resource implications. Currently the plan is still for LPS to be implemented in April 2023.
- 8.4 The implications for Croydon are both systemic and operational. These will include statutory accountability and compliance, opportunities for integration of services, practice standards, emergency duties, learning and development requirements, and communicating the change to partners, our workforce, and residents.
- 8.5 The Directorate has strong links with regional networks considering the implications for local systems and councils; we are engaging with our partners and developing financial and resource business cases, and implementation plans. Ongoing assurance will be provided to system partners, the Mayor and wider scrutiny as and when required.

9 CONSULTATION

- 9.1 In May 2022 the Executive Mayor Perry set out a manifesto pledge to, **'Put service users at the heart of our policy and ensure that co-production includes those who are most vulnerable, whether that be our elderly, disabled or hard to reach [seldom heard] because of social isolation'**.
- 9.2 To deliver the Executive Mayor's pledge, the Directorate will enable resident voices to be heard and, where appropriate, to co-produce and / or inform service design or improvement, commissioning of new services, policy development and accessible information, advice, and guidance.

9.3 To achieve this, the Directorate has set out its the vision (below) in the Adult Social Care and Health Strategy. It was adapted from the #Socialcarefuture movement, 'Whose Social Care is it Anyway?' Inquiry. This was following a request from the Croydon Adult Social Services User Panel (CASSUP).

'enable people to live in a place they call home, with the people and things that they love, doing the things that matter to them in communities which look out for one another'.

9.4 In launching the Adult Social Care and Health Strategy, the Council committed to ensure we make real our 'Resident Voice' priority, and that it is not seen as tokenistic.

9.5 The Directorate is committed to building long lasting relationships with our residents through high quality operational and commissioning practice, officer representation with existing panels and Partnership Boards, and in the six 'Local Community Partnerships' that have grown across the borough. We have also embedded in our Improvement Board, resident (Healthwatch Croydon) and carer (Whitgift Foundation) representatives as members.

9.6 The deliverables will be set out in a 'Resident Voice Communications and Engagement Action Plan'.

9.7 We will also publish in 2022 a Local Account, which is an opportunity to demonstrate how we are succeeding on developing and listening to the Resident Voice.

9.8 The County Council Network/Newton Europe report on Adult Social Care Reform stresses the importance of "developing a clear communications and engagement plan for residents, supporting them to understand the impact of reforms, including how much cost they will be liable for".

9.9 There are potential financial benefits to residents resulting from these reforms, but without clear communications, there is a risk that widespread misunderstanding about the scope and impact of the reforms will lead to significant levels of complaints for both care providers and local councils.

10 PRE-DECISION SCRUTINY

10.1 On 28 June 2022, the Corporate Director of Adult Social Services and Health presented to Health and Social Care Scrutiny sub-committee, a paper on 'An overview of the Adult Social Care and Health Directorate.

10.2 The paper and subsequent discussions set out, broadly, the implications of adult social care reform. The Chair of Scrutiny summarised the meeting indicating the Committee's forward programme will need to receive updates on the financial performance of the Directorate, and its ability to prepare and implement changes required to deliver the reforms and inspection readiness.

11 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 11.1 The White Paper has significant potential financial implications for Croydon and all local authorities. Initial assessment by ASC finance leads in London indicates that any additional income from the Health and Social Care Levy is only likely to cover a proportion of the additional costs introduced to local authorities by the implementation of the Care Cap, and Fair Cost of Care.
- 11.2 The Directorate is working closely with the London finance leads, modelling various scenarios that will determine a range of potential impacts on local authority finances and will identify where additional funding will be necessary from alternative sources to meet this need.
- 11.3 At present, it is not possible to provide a final figure on how significantly Croydon might be affected and what mitigations can be put in place to meet this risk. However, the Directorate is confident that through its relationship with the London finance leads, and its own progress on the fair cost of care, it is in a reasonable position. At the very least, the Council is in no different a position to contemporaries in London.
- 11.4 Increased risk will come from the level of self-funders' current fees, which are not known to the Council and will need to be estimated. While a proportion of this risk will be met by contribution from the levy, the amount of Government support is unknown at this stage, is possibly now at risk and further modelling is required to quantify the true risk for Croydon and all local authorities.
- 11.5 Further, Councils' will not know their fair cost of care grant allocations until Q4 of 2022/23, nor is there clear guidance on the grant beyond 2024/25, which is far too late for effective planning and risk management.

Approved by: Mirella Peters Head of Finance on behalf of Jane West
Corporate Director of Resources (Section 151 Officer)

12 LEGAL CONSIDERATIONS

- 12.1 The most part of the report is based on the content of the Adult Social Care White Paper, which will form the basis for primary legislation in the future. The current legal framework for the provision of adult social care is set out in the Care Act 2014, its enabling Regulations and the supporting Care and Support Statutory Guidance.
- 12.2 From October 2023, the Government plans to introduce a new cap of £86,000 on the amount anyone in England will have to spend on their personal care over their lifetime. The cap will apply irrespective of a person's age or income and will not apply retrospectively. The legislative framework for a cap is already provided by Section 15 Care Act 2014 (referred to as the cap on care costs) but this and any enabling provisions are not yet in force. To implement the cap, section 166 of the Health and Care Act 2022 will amend the provisions in section 15 Care Act 2014. The Government plans to introduce a new ['Operational guidance to implement a lifetime cap on care costs'](#) which will set out how the cap on care costs will work in practice.

- 12.3 The Government has announced an increase to health and care funding. To pay for this, the Health and Social Care Levy Act 2021 has been enacted and makes provisions for a new levy payable by individuals (in work who are over State Pension age) to the Secretary of State to be used for the purpose of health and social care. The levy will have effect from April 2023.
- 12.4 The Liberty Protection Safeguards (LPS) were introduced in the Mental Capacity (Amendment) Act 2019 and will replace the Deprivation of Liberty Safeguards (DoLS) which is the current system for authorising arrangements amounting to the deprivation of liberty for adults in hospitals or care homes who lacks mental capacity to consent to those arrangements as part of their care and support plan. The new LPS will apply to individuals aged 16 and above who are or who need to be deprived of their liberty in order to enable their care or treatment and lack the mental capacity to consent to their arrangements. LPS will extend to individuals residing in domestic settings including those at their family home, shared lives and supported living accommodation. The Government has acknowledged that implementation of the LPS is a large-scale reform programme and will involve big changes for the health and social care system, and the people who rely on it. The key stakeholders in this system which include local authorities are expected to take a proactive role in ensuring readiness in line with the regulations, the Code and additional government guidance.
- 12.5 The report rightly acknowledges the significant funding and resource implications to deliver on the proposed reforms and which impacts on the discharge of legal obligations once in force.

Approved by: Stephen Lawrence-Orumwense Director of Legal Services

13 HUMAN RESOURCES IMPACT

- 13.1 The workforce challenges expected due to the reforms will be felt across England. Ensuring the Council remains part of Place, regional and national discussions, will enable it to have access to the best learning and workforce modelling.
- 13.2 The Council is aware of the implications that the White Paper will have on its workforce, and the wider health and social care workforce within the borough. This paper therefore sets out the work being undertaken by the Council both internally, and with its partners, in relation to operating models and workforce strategy. Where relevant, the Council will ensure that the proper engagement and consultation is undertaken with staff and trade unions; and will follow its normal HR policies and procedures.

Approved by: Debbie Calliste, Head of HR for Adult Social Care & Health on behalf of the Chief People Officer

14 EQUALITIES IMPACT

- 14.1 The Government has completed a [national equalities impact assessment](#) respect of the White Paper, and that is informing legislative changes.

- 14.2 More detailed equalities implications for Croydon will be assessed as part of the business development and improvement plan.
- 14.3 The Council has a statutory duty to comply with the provisions set out in the Equality Act 2010. In summary, the Council must in the exercise of all its functions, “have due regard to” the need to the need to comply with the three arms or aims of the general equality duty.
- 14.4 The Council have also committed in the Equality Strategy 2020- 2024 to improve methods of data collection with regard to service users to enable the Council to monitor the impact of their services and contract management.
- 14.5 The Council are also committed to eradicating poverty and inequality and ensuring that service users are able to access services irrespective of socio-economic status or digital exclusion.
- 14.6 The Adult Social Care Reform will impact positively on a range of equality characteristics, as detailed
- 14.7 By supporting those with hidden and visible disabilities in meeting the costs of their care, the policy will benefit people with disabilities. It will also advance equality of opportunity between those with disabilities and those without.
- 14.8 The policy is also more likely to favour women who are more likely to access formal care and also more likely to be disabled. It would benefit some ethnic groups who are overrepresented amongst groups of lower socioeconomic status. This would help to manage the uncertainty about future ability to pay. It would benefit older people, in that most adults receiving formal care are aged 65 or over. Single people are also more likely to require formal care, so are also more likely to benefit. This could mean that they along with other characteristics may have less certainty over their ability to manage any future care needs so would benefit from these proposals.
- 14.9 Quality care provision is of a highly personal nature and more effective when it is delivered in a culturally appropriate manner. Service users’ health outcomes are improved by the provision of holistic care. It is important to assess whether care provision can still be delivered by a range of different providers who will meet the cultural needs of our residents. Often diverse providers may be smaller in size, so consideration should be given to availability of a diversity of care providers throughout locations which is reflective of the diversity in the borough.

Approved by: Denise McCausland – Equality Programme Manager

15 ENVIRONMENT AND CLIMATE CHANGE IMPACT

- 15.1 No impact.

16 CRIME AND DISORDER REDUCTION IMPACT

- 16.1 No impact.

17 REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

17.1 The Council has a statutory duty to ensure it delivers the legislative changes; but also, that it has fully analysed and modelled the system, financial, social and workforce impacts of the Adult Social Care Reforms.

18 OPTIONS CONSIDERED AND REJECTED

18.1 This is the only option considered. The Council has a statutory responsibility to deliver the requirements within the reforms.

19 DATA PROTECTION IMPLICATIONS

19.1 **WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'? – Yes.**

19.2 **HAS A DATA PROTECTION IMPACT ASSESSMENT (DPIA) BEEN COMPLETED? - NO.**

19.3 It is not required for this report. The new reforms will affect the processing of personal data, in particular there is the proposed new Personal Care Account, however the Directorate already has a published DPIA for adult social care and that will cover the reforms.

<https://democracy.croydon.gov.uk/documents/s19037/Appendix%201.pdf>

CONTACT OFFICER: Annette McPartland, Corporate Director of Adult Social Care and Health, Annette.McPartland@croydon.gov.uk

BACKGROUND PAPERS

Health and social care integration - joining up care for people, places and populations

This white paper sets out measures to make integrated health and social care a universal reality for everyone across England regardless of their condition and of where they live.

<https://tinyurl.com/2s4yzkuy> (Published 09 February 2022.)

Transforming social care - people at the heart of care

Department for Health and Social Care website setting out the long-term vision for delivering adult social care in England.

<https://tinyurl.com/yy9rkfvd> (Published December 2021.)

CABINET REPORT

REPORT TO:	CABINET 14 SEPTEMBER 2022
SUBJECT:	Corporate and Departmental priorities – Final Report
LEAD OFFICER:	Gavin Handford, Director of Policy, Programmes and Performance Caroline Bruce, Head of Business Intelligence and Performance
CABINET MEMBER:	Mayor Jason Perry, Executive Mayor of Croydon
WARDS:	All

SUMMARY OF REPORT

It is important to note that this report reflects on progress against priorities set prior to the election of the Executive Mayor on 5 May 2022.

The current corporate and departmental priorities were agreed between January and April 2022.

The Performance report in Appendix A, provides timely and accurate performance data on the Council's progress in delivering its corporate and departmental priorities as at 30 June 2022. A set of 131 measures were approved as part of this process in order to allow the organisation to identify areas of underperformance in order for this to be addressed. This report reviews performance for the Q1 period, which covers April to June 2022.

This is the final report, to be presented to Cabinet, reviewing performance against the priorities set prior to the election of the Executive Mayor. This report will be replaced with a new performance report which will monitor progress against the Mayor's new Corporate Plan.

FINANCIAL IMPACT

There are no direct financial implications arising from this report.

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

1. RECOMMENDATIONS

1.1 The Executive Mayor, in Cabinet, is recommended to:

- Review the Performance report (Appendix A) as of 30 June 2022 (unless otherwise stated) regarding overall performance against the Corporate and Departmental priorities.
- Note that this is the final report monitoring performance against the Corporate Priorities.

2. EXECUTIVE SUMMARY

- 2.1 The Council and Directorate priorities were set out to show how the Council will respond to the various reviews and recommendations which highlighted substantial need for improvement. The Croydon Renewal Plan also identified key areas of focus which were 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 Performance report in Appendix A, provides timely and accurate performance data on the Council's progress in delivering it's corporate and departmental priorities as at 30 June 2022.
- 2.3 This is the final report monitoring performance against the Corporate Priorities. It is important to note that this report reflects on progress against priorities set prior to the election of the Executive Mayor.

3. Background

- 3.1 Cabinet and Council agreed in September 2020 to the creation of the Croydon Renewal Plan (CRP). A further CRP update report was presented to Cabinet on 12 December 2020.
- 3.2 The current corporate and departmental priorities were agreed between January and April 2022.
- 3.3 The process for agreeing these priorities allowed for Organisational priorities to flow through all levels within the council, becoming more granular and delivery focused.
- 3.4 Officers reviewed the internal governance framework of the council and as part of new internal control boards being introduced, the Performance Internal Control Board (ICB) met for the first time in July 2022. The Board is chaired by the Corporate Director for Children, Young People and Education, and the Vice Chair is the Director for Policy, Programmes and Performance.
- 3.5 The purpose of the Performance ICB is to provide oversight and challenge and also to seek assurance on the delivery of key performance indicators, particularly those escalated as failing to meet target.
- 3.6 The Performance ICB will operate on a principle of appropriate subsidiarity and accountability for challenging performance, recognising the principle accountability in directorates and then appropriate escalation with improvement plans to the Performance ICB and then onwards to the Corporate Management Team if no improvement in performance is made.
- 3.7 It is important to note that accountability of performance to deliver the outputs remains with the relevant Directorate(s).

3.8 Work is currently underway to document and deliver the Croydon Council Corporate Plan, which is the written expression of the Executive Mayor's priorities for the Borough, and their associated outcomes. Future Corporate Performance Reports will reflect progress against the Mayor's new Corporate Plan.

4.0 Corporate Performance Report (Appendix A)

4.1 This report reviews performance of the actions aligned to delivery of the Organisational and Directorate priorities set prior to the election of the Executive Mayor. This will be the final report reviewing performance against these priorities. This, and historical performance reports monitoring the progress against the CRP, and Corporate Priorities, presented to Cabinet can be viewed at <https://www.croydon.gov.uk/council-and-elections/freedom-information-and-corporate-performance/corporate-performance>

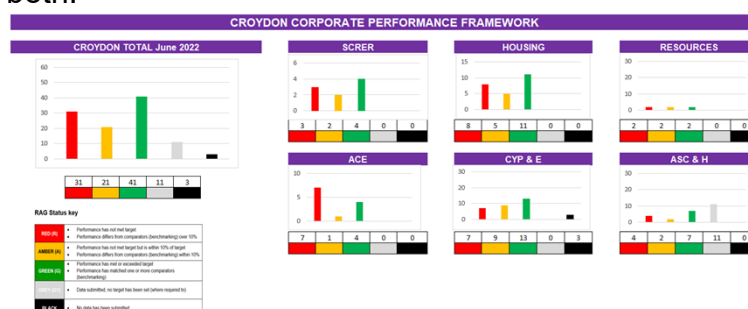
5.0 **Performance Indicators (PI's)** - Regular review and monitoring against the agreed performance measures. Impact performance will have against finance, risk and programme deliverables.

5.1 There are currently 131 PI's within the framework. The performance report in appendix A, gives an overview of performance at 30 June 2022.

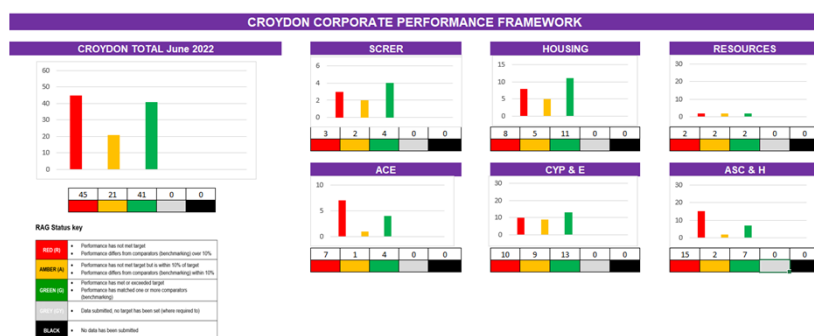
5.2 Service commentary (where supplied) as to the actions in place to address under performance is provided to add context when reviewing. The measures are listed by department and division for ease of reference.

5.3 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, we are still benchmarking the measures, or a target has not been set, the RAG status will be shown as grey. Where a measure has either no data or target at the moment, the RAG status will be shown as black. There are also a number of measures which have an 'NA' RAG as it is not appropriate to set a target.

5.4 The below graphs, give an overview of performance (by RAG) across the council and by department. Of the 107 where a RAG is applicable, 31 (29%) are not performing to target by in excess of the tolerance (Red), 21 (20%) are not to target but within the tolerance applied (Amber), 41 (38%) are performing at, or above, target (Green) and 14 (13%) are still outstanding either a target, data, or both.



- 5.5 Where data is not provided, or a target has not been set, this creates a risk as it is not possible to robustly monitor performance. In order to mitigate risk, and ensure the correct level of oversight and challenge is given, measure with a RAG status of grey or black will be classed as Red (not performing to target by in excess of the tolerance) in order to reduce / mitigate an potential risk. When this methodology is applied, Of the 107 where a RAG is applicable, 45 (42%) are not performing to target by in excess of the tolerance (Red), 21 (20%) are not to target but within the tolerance applied (Amber), 41 (38%) are performing at, or above, target.



- 5.6 **Directorate and statutory performance reporting** – These reports continue to be presented to all Department Management Team meetings on the third Wednesday of every month. Corporate 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.

- 5.7 This report reflects progress against priorities set prior to the election of the Executive Mayor and will be the last report of its kind reporting to Cabinet. Future performance reporting to Cabinet will report progress on the delivery of the Mayor’s Corporate Plan.

6.0 REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 6.1 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.

7.0 OPTIONS CONSIDERED AND REJECTED

- 7.1 None.

8. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 8.1 There are no direct financial implications arising from this report. There will be financial implications associated with the delivery of the projects and actions within the Croydon Renewal and Improvement Plan which have been factored into the Medium Term Financial Strategy. The delivery of these projects and actions, and the resulting savings is essential. It is therefore critical that

effective monitoring and reporting is in place.

Approved by: Matthew Davis, Head of Finance, (Deputy S151 Officer)

9.0 LEGAL CONSIDERATIONS

- 9.1 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 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 are an important way in which that obligation can be supported.
- 9.2 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.
- 9.3 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
- 9.4 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 and Deputy Monitoring Officer for and on behalf of the Director of Legal Services and Monitoring Officer.

10.0 HUMAN RESOURCES IMPACT

- 10.1 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 and Improvement Plan and supports building the workforce skills and capacity for the future.
- 10.2 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.

11.0 EQUALITIES IMPACT

11.1 In April 2011 the Equality Act (2010) introduced the public sector duty which extends the protected characteristics covered by the public sector equality duty to include age, sexual orientation, pregnancy and maternity, and religion or belief.

11.2 Section 149 Equality Act 2010 requires public bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
- advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
- foster good relations between people who share a protected characteristic and people who do not share it.

11.3 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 and inclusion Manager.

11.4 The Equality Strategy 2020 – 2024 is the key performance tool for our equality deliverables. Departmental Service objectives and individual objectives are inclusive of equalities deliverables included in the Equality strategy. Organisational priorities are also inclusive of equality targets in respect of the organisation and the community.

Approved by: Denise McCausland, Equalities Manager

12.0 DATA PROTECTION IMPLICATIONS - WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?

12.1 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 and Partnership.

13.0 REASONS FOR RECOMMENDATIONS/ PROPOSED DECISION

13.1 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 and Performance
- Craig Ferguson, Business Insight Manager

APPENDICES TO THIS REPORT

- Appendix A: – Performance Report – Latest available data as of 30 June 2022 (unless otherwise stated)

BACKGROUND PAPERS

Corporate Renewal Plan
Corporate and Departmental priorities

This page is intentionally left blank



APPENDIX A



CROYDON CORPORATE PERFORMANCE Q1 APRIL - JUNE 2022

Latest Update:	REF.	INDICATOR	Bigger or Smaller is better	Frequency	Timeframe	LATEST DATA				PREVIOUS DATA		BENCHMARKING		COMMENTS ON CURRENT PERFORMANCE	
						22/23 Target	Croydon position	Change from previous	RAG	At risk	Timeframe	Croydon position	Timeframe		London position
Sustainable Communities, Regeneration & Economic Recovery															
	SCRER 01	% of household waste sent for reuse recycling and composting	Bigger is better	Quarterly	Q4 2021/22	50%	33.83% (Full year for 21/22 is 38.72%)					Q4 2019/20	32.9%	The council trend is mirroring the national trend of a reduction in waste tonnage and consequently this is seeing a reduction in the percentage of recyclable waste being diverted from the general waste stream. The council are working with the SLWP boroughs on initiatives to drive increases in recycling across the partnership boroughs during 2022/23. The council remains in the top quartile for London. Although Veolia are not making all collections on the scheduled day the 'on time' is measured as the day they say they will collect the bins, not the scheduled bins. So when the bin is still showing as outstanding it can be collected after the scheduled day and still be on time. 49308640 Total Collections, 3181 Missed (Justified and Non Justified). Fly tipping is a national problem, the project plans for tackling this are being reviewed and work will start as soon as they are approved.	
	SCRER 02	% of household waste collected on time	Bigger is better	Monthly	Jun-22	100%	99%	↑			May-22	97.55%	No comparable data available	There has been a fall in fly tips cleared within the timeframe, Veolia are working to understand why these are out of the timeframe and putting plans in place to rectify and improve the performance.	
	SCRER 03	Number of fly tips	Smaller is better	Monthly	Jun-22	N/A	1820	↓	N/A		May-22	1770	No comparable data available	Fly tipping has been taken out but with the graffiti service now being included in this we expect to see higher reports while this steadies out. 522 within SLA - 522/532 = 98.14%	
	SCRER 04	% of reported fly tips removed within one working day	Bigger is better	Monthly	Jun-22	95%	94.73%	↓			May-22	97.18%	No comparable data available	An improvement from last month, Veolia are working to improve performance on this, the failing usually occurs on the weekend where there is less cover. 537 within SLA, 550 Total ... 532/550 =	
	SCRER 05	Number of street issues	Smaller is better	Monthly	Jun-22	N/A	532	↓	N/A		May-22	365	No comparable data available	Current performance on Major applications remains above the government target which is positive. In order to achieve this performance we are reliant on applicants and agents agreeing Planning Performance Agreements and agreeing to Extensions of time. Furthermore, due to a national shortage of experienced Planning Officers it is difficult to retain and attract experienced Planning Officers. In addition to this we currently have 3 officers who deal with Major Planning Applications on maternity leave and one vacancy. 2 new experienced Principal Planning officers have now started in the team to help cover these maternity Leave positions. Staff vacancies and difficulties recruiting experienced staff have resulted in pressures dealing with larger scale projects. However it is positive that performance remains well above Government Targets	
	SCRER 06	% of reported streets issues rectified within one working day	Bigger is better	Monthly	Jun-22	95%	98.14%	↑			May-22	97.64%	No comparable data available	The Development Management team has over the past 2 years has struggled to retain and recruit the required number of officers with appropriate levels of experience, both on permanent and temporary basis. Staff and experience shortages over the past 2 years coupled with the level of applications and pre applications being submitted has resulted in each officer carrying a significant caseloads. In most cases they have been carrying double caseloads for well over 18 months. We have undertaken a permanent recruitment exercise with successful candidates due to start in the Autumn.	
	SCRER 07	Major Planning applications determined in time over a rolling 2 year period	Bigger is better	Monthly	July 20 - June 22	60%	76.8%	↑			June 20 - May 22	76.6%	24 months to end of March 2022	90.4%	Due to concerns regarding falling performance since the start of the pandemic we have invited the Planning Advisor Service in to review our process to help identify how we can improve performance. They have undertaken a Development Management Process review and a Peer Challenge. Their findings are expected later in the Summer. Their findings will inform an improvement plan for Development Management. In order to tackle the backlog of applications which have been putting measure in place to deal with a larger number of applications such as recruitment exercises and backlog clearance weeks. Despite the challenges it is positive that the services performance against this target remains above target. However, as there is not a significant buffer and we need to find ways to increase performance against this target.
	SCRER 08	Non- Major Planning applications determined in time over a rolling 2 year period	Bigger is better	Monthly	July 20 - June 22	70%	72.1%	↑			June 20 - May 22	71.8%	24 months to end of March 2022	87.20%	At the heart of the National Planning Policy Framework is a presumption in favour of sustainable development. For decision making this means that we should approve proposals that accord with an up-to-date development plan without delay. At 68.5% approval rate the approval rate is very low. This means that Croydon receives a high level of appeals. It is anticipated that the Council refusal rate will increase if the Suburban Design Guide is revoked. This will result in a continuation of the significant amount of additional works and costs associated with Planning Appeals.
	SCRER 12	% of Approvals of all applications	Bigger is better	Monthly	Jun-22	85%	68.5%	↓			May-22	70.8%		At 85% the percentage of appeal dismissed is above the national average of 72%. This is a significantly better success rate compared to Mays performance. We are experiencing significantly greater number of appeals at all levels (Written representations, Hearing and Public Inquiries). Appeals place a significant resource requirement on the team in order to robustly defend the Council's decisions. Bearing in mind the variation in the success in defending appeals between May and June this is a matter that we need monitor closely going forward	
	SCRER 13	% of Appeals Dismissed	Bigger is better	Monthly	Jun-22	72%	84.6%	↑			May-22	54.5%			
	SCRER 14	Net homes completed	Bigger is better	Annual	2021/22	2079	Data will be available end of Q3 2022/23		N/A		2020/21	2029 (98%)			

Page 363



Latest Update:	REF.	INDICATOR	LATEST DATA							PREVIOUS DATA		BENCHMARKING		COMMENTS ON CURRENT PERFORMANCE	
			Bigger or Smaller is better	Frequency	Timeframe	22/23 Target	Croydon position	Change from previous	RAG	At risk	Timeframe	Croydon position	Timeframe		London position
	SCRER 15	Affordable homes completed (measured as a % of total build)	Bigger is better	Annual	2021/22	35.0%	Data will be available end of Q3 2022/23		N/A		2020/21	364 (18%)			The 364 net affordable housing completions for 20/21 only captures affordable housing units secured through Section 106 Agreements at the grant of planning consent. Therefore, the figure is exclusive of developments / units post the planning process that are acquired by Registered Providers and delivered as affordable housing. It should also be noted that in accordance with national policy the Council can only secure affordable housing from schemes of 10 units or more.
	SCRER 09	Violence with injury offences rate per 1,000 population	Smaller is better	Monthly	12 months rolling to May 22	8.58	9.53	↑			12 months rolling to Apr 22	9.64	12 months rolling to May 22	8.58	There was a sharp increase in non-domestic violence with injury linked to the night-time economy, especially in the town centre in October 2021. This slightly declined in November and December but there has been an increase in recent months in correlation with the better weather we tend to have in Spring and Summer months and the linked rise in certain behaviours particularly alcohol consumption. The council and their Police colleagues are fully aware of these problems and they are being treated as a priority. The council is providing funding for summer diversionary activity in key hotspot areas of Croydon Town Centre, London Road and New Addington to help provide further protection for young people over the summer months. This is reliant on funding from the Mayor's Office for Policing and Crime, and is aimed at smaller organisations who already have trusted relationships with young people and their communities.
	SCRER 10	Hate crime offences (includes Homophobic, transphobic, religious, race and disability hate crimes) rate per 1,000 population	NA	Monthly	12 months rolling to May 22	N/A	2.77		N/A		12 months rolling to Apr 22	2.82	12 months rolling to May 22	3.06	
	SCRER 11	Domestic violence offences rate per 1,000 population	NA	Monthly	12 months rolling to May 22	N/A	13.49		N/A		12 months rolling to Apr 22	13.61	12 months rolling to May 22	10.83	
	SCRER 16	% of vacancies in primary shopping area within the Croydon Metropolitan Centre	Smaller is better	Quarterly		10%			N/A						Resource to deliver monitoring available by end of Q3 22/23

Assistant Chief Executive

ACE 01	FOI responded to on time	Bigger is better	Monthly	May-22	90%	64%	↑			Apr-22	55%	No comparable data available	Includes currently open cases within timescales. (118 cases on time out of 183 received in May). Additional temporary resource has been added to the team to address the backlog.
ACE 02	SARs responded to on time	Bigger is better	Monthly	May-22	90%	86%	↓			Apr-22	96%	No comparable data available	Includes currently open cases within timescales (32 cases on time out of 37 received in May). Additional temporary resource has been added to the team to address the backlog.
ACE 03	% of residents that ended the call before we spoke to them	Smaller is better	Monthly	Jun-22	5%	33%	↓			May-22	26%		During June the revenues team sent out communications to residents regarding the energy rebate grant this impacted the overall amount of residents that were given the busy tone for our services as we currently share a port with them. This impacts the performance of the system residents getting cut off and having to call back which impacts the abandonment rate. A new telephone system will be going live in August that will help to address some of the issues being experienced.
ACE 04	Average contact centre wait time (Minutes)	Smaller is better	Monthly	Jun-22	02:00	07:26	↑			May-22	07:49		During June the revenues team sent out communications to residents regarding the energy rebate grant this impacted the overall amount of residents that were given the busy tone for our services as we currently share a port with them. This impacts the performance of the system residents getting cut off and having to call back which impacts the abandonment rate.
ACE 05	Complaints responded to on time	Bigger is better	Monthly	May-22	75%	59%	↓			Apr-22	60%		We have set the target at 75% which reflects our current performance across Complaints, members and MP enquiries. We need to go back to basics and start hitting a minimum level of 75% before we seek to change the target to an aspirational 90% completion rate.
ACE 06	Member Enquiries responded to on time	Bigger is better	Quarterly	Q4 21/22	75%	61%							The past 4 annual reports have shown that the previous target of 90% has not yet been reached. The past number of years have seen a number of different challenges, contributing to the increase in complaint and enquiry numbers, as well as a decline in SLA achievement. These challenges have included, but are not limited to, the financial position of the Council, the impact of Covid 19, the roll out of the new waste and garden waste contracts, the HGV driver shortage and significant reduction in staff resource. Work such as weekly organisational reporting, increased service engagement, a new complaints handling system, additional resources to some services and management awareness have taken place to try and improve on the SLA and backlog we currently face, but this made only a temporary difference. I do not anticipate that the SLA will improve significantly in the immediate future with the continued challenges the organisation faces.
ACE 07	MP enquiries responded to on time	Bigger is better	Quarterly	Q4 21/22	75%	45%							
ACE 08	Number of total website visits	Bigger is better	Monthly	May-22	62,307	69,771	↑			Apr-22	66,453		
ACE 09	Number of active MyAccount users	Smaller is better	Monthly	15-22 June	<25000	11,129, success- 8527 and failures - 2602	↑			From 28th March - 4th April 2022	21,489		My Account figures are going down for a good reason - residents are using the new platform: in the same period we had the following: Missed bins / crew-related reports - 674 Bin orders - 548 Assisted bins - 3 Building control - 6 Dropped kerb - 2

Page 364



CROYDON CORPORATE PERFORMANCE Q1 APRIL - JUNE 2022

Latest Update:	REF.	INDICATOR	LATEST DATA							PREVIOUS DATA		BENCHMARKING		COMMENTS ON CURRENT PERFORMANCE	
			Bigger or Smaller is better	Frequency	Timeframe	22/23 Target	Croydon position	Change from previous	RAG	At risk	Timeframe	Croydon position	Timeframe		London position
	ACE 10	Average website uptime	Bigger is better	Monthly	May-22	100%	100%	↔			Apr-22	100%			
	ACE 16	% of permanent workforce that is agency	Smaller is better	Quarterly	Jun-22	15%	12%								
	ACE 13	Number of employees leaving the council with more than 2 years service.	Smaller is better	Quarterly	Q4 21/22	N/A	92			N/A					
	ACE 14	Number of employees leaving the council with less than 2 years service.	Smaller is better	Quarterly	Q4 21/22	N/A	34			N/A					
	ACE 15	Sickness - number of sick days per FTE	Smaller is better	Quarterly	June 22 rolling year	5.6	8.77	↑			May 22 rolling year	8.82	Rolling Year to Mar 21	7.7 (approximate)	Action to address the increased sickness rate arising from Covid 19 and stress-related conditions management training is being put in place across the council, together with wellbeing support such as the Guardians programme, and EAP, aiming to ensure preventative measures. HR is developing a new metrics dashboard which will be presented to DMTs monthly to ensure focussed and targeted action can be taken to support the effective management of sickness absence

Resources

RE 01	% of Invoices paid on time	Bigger is better	Monthly	YTD to June 22	90%	96.90%	↓			Apr-22	97.10%		No comparable data available	
RE 02	Council Tax Collection rate	Bigger is better	Monthly	YTD to June 22	28.73% (Full year target is 31.33%)	27.75%	↑			YTD to May 22	19.01%		No comparable data available	
RE 03	Non-Domestic Rates (Business Rates) Collection rate	Bigger is better	Monthly	YTD to June 22	31.33% (Full year target is 99.25%)	31.99%	↑			YTD to May 22	23.13%		No comparable data available	
RE 07	Sundry debt collection	Bigger is better	Monthly	Jun-22	98%	94.35%	↓			May-22	94.53%			
RE 08	% of medium term financial strategy savings successfully delivered	Bigger is better	Monthly	Apr - Jun 2022	100%	85.4%	↑			Apr - May 2022	80.6%		No comparable data available	We don't have benchmarking information, but most boroughs would aim to get their savings delivered within 3 months. The services have faced a number of challenges in delivering savings in 22/23 largely driven by uncontrollable factors. The P4 report highlights some of these challenges which are largely due to non-deliverability of parking income due to changes in community behaviour.
RE 09	Overspend against net budget requirement	Smaller is better	Monthly	Apr - Jun 2022	£0 (No overspend)	2.85m overspend	↑			Apr - May 2022	13m overspend		No comparable data available	Looking at a couple of authorities (Lewisham and Brent) Lewisham is showing a £4m over spend and Brent are showing a nil variance. A large part of the overspend is due to none delivery of the savings as mentioned above. The Council is working hard to find mitigations to bring the overspend down and the P4 monitor report further indicates this.

Children, Young People & Education

CYPE 01	Percentage of re-referrals within 12 months of the previous referral	Smaller is better	Monthly	Financial year to June 22	20%	25%	↔			Financial year to May 22	25%	2020/21	19%	Practice improvement work is in place to support development in the quality of assessments and plans is being offered through training and the learning through workshops and enhancing the management oversight and the quality of reflective supervision. It will take time to embed practice improvements alongside the transformation of the SPOC, we aim to be meeting our target by September 2022 if the demand profile remains the same as the past six - twelve months.
CYPE 02	Percentage of C&F assessments completed within 45 working days	Bigger is better	Monthly	Financial year to June 22	85%	81%	↑			Financial year to May 22	78%	2020/21	89%	Practice improvement work continues in the re-designed Family Assessment Service where the majority of assessments are undertaken. The proportion of assessments taking longer than 45 days to complete has been impacted by locum staff leaving at short notice. Permanent recruitment is in train with 9 permanent staff joining in August and September. The changes to systems and practice will lead to overall improvement by September end month reporting. Managers continue to review all delayed assessments to ensure that services are in place where families require them.
CYPE 03	% of children for whom Initial Child Protection Conferences (ICPC) was held in the month within 15 working days of the Strategy discussions	Bigger is better	Monthly	Financial year to June 22	77%	69%	↑			Financial year to May 22	65%	2020/21	78%	The operational teams and Quality Assurance team continue to work closely tracking the progress of Section 47 investigations to ensure timely scheduling of ICPC's ensuring all key partners and the family can participate. Improvement to reach target will be incremental as systems and practice improvements take effect.
CYPE 04	Total net current expenditure on CSC				TBC									Finance to populate
CYPE 05	Net current expenditure per child on local Children Looked After (CLA)	Smaller is better	Monthly		£52,000								No comparable data available	Finance to populate
CYPE 06	Net current expenditure on Unaccompanied Asylum Seeking Children (UASC) CLA				TBC									Finance to populate
CYPE 07	Number of local CLA	Smaller is better	Monthly	Jun-22	450	443	↑			May-22	444	2020/21	8,340	



CROYDON CORPORATE PERFORMANCE Q1 APRIL - JUNE 2022

Latest Update:	LATEST DATA										PREVIOUS DATA		BENCHMARKING		COMMENTS ON CURRENT PERFORMANCE
REF.	INDICATOR	Bigger or Smaller is better	Frequency	Timeframe	22/23 Target	Croydon position	Change from previous	RAG	At risk	Timeframe	Croydon position	Timeframe	London position		
CYPE 08	Rate of local CLA per 10,000 under 18 years population	Smaller is better	Monthly	Jun-22	47.2	46.5	↑	Green		May-22	46.6	2020/21	40.8		
CYPE 09	Number of Unaccompanied Asylum Seeking Children (UASC) CLA	Smaller is better	Monthly	Jun-22	66	96	↑	Red		May-22	100	2020/21	1330	Croydon continues to accept Unaccompanied Asylum Seeking Children (UASC) outside of the National Transfer Scheme (NTS) i.e. those who present disputing the age assessment undertaken, particularly those who have been placed in Hotels by the Home Office. A reduction in the number of UASC Croydon is responsible for occurs gradually as children turn 18, and as the NTS redirects responsibility for children who present at Luna House. 0.07% is the national threshold (66 children)	
CYPE 10	Percentage of the under 18 years population who are UASC	Smaller is better	Monthly	Jun-22	0.07%	0.10%	↔	Red		May-22	0.10%	2020/21	0.06%	London position for LAs in the pan London rota. See above for commentary for CYPE09	
CYPE 11	Average Caseload per allocated Social Worker in Children's Social Care	Smaller is better	Monthly	Jun-22	17.0	17.0	↓	Green		May-22	16.1		No comparable data available		
CYPE 12	Juvenile first time entrants to the criminal justice system per 100,000 of 10-17 year olds	Smaller is better	Monthly	12 months rolling June 22	262	230	↑	Green		12months rolling May 22	234	2020	216	Historically having a large youth population and a borough land size being second largest in London has meant Croydon's throughput of first time entrants to the criminal justice system has been higher than the London average. The Youth Offending team has assisted in the implementation of Community Resolutions (an alternative to arrest for small cannabis amount which was a leading offence type) since October 2021 and have already begun to see a significant number of young people being diverted away from the system. This together with a decline in first time entrants following the lifting of COVID restriction means we could see the Croydon rate be in line the London average for the first time by December 2022.	
CYPE 13	Percentage of schools rated 'good' or 'outstanding'	Bigger is better	3 times per year	Dec-21	87%	87%	↓	Green		Aug-21	89%	Dec-21	93%		
CYPE 14	Overall absence rate from State-funded primary, secondary and special schools	Smaller is better	Termly	2020/21 Academic Year	4.62%	4.65%	↓	Yellow		2018/19 Academic Year	4.57%	2020/21 Academic Year	4.44%	Due to the disruption faced during the Spring 2020/21 term, caution should be taken when comparing data across to previous years.	
CYPE 15	Persistent absence rate from State-funded primary, secondary and special schools	Smaller is better	Termly	2020/21 Academic Year	12.08%	12.20%	↓	Yellow		2018/19 Academic Year	10.75%	2020/21 Academic Year	11.32%	Due to the disruption faced during the Spring 2020/21 term, caution should be taken when comparing data across to previous years.	
CYPE 16	Permanent exclusions from schools as a percentage of the school population	Smaller is better	Annual	2019/20 Academic Year	0.06	0.05	↑	Green		2018/19 Academic Year	0.06	2019/20 Academic Year	0.04	Next updated: July 2022	
CYPE 17	Suspensions (fixed period exclusions) from schools as a percentage of pupils	Smaller is better	Annual	2019/20 Academic Year	3.76	3.39	↑	Green		2018/19 Academic Year	3.82	2019/20 Academic Year	2.61	Next updated: July 2022	
CYPE 18	EYFS (Early Years Foundation Stage) - Percentage of children achieving a good level of development	Bigger is better	Annual	2018/19 Academic Year	71.8%	74.6%	↑	Green		2017/18 Academic Year	73.8%	2018/19 Academic Year	74.1%	The EYFS profile results in England: 2019 to 2020 publication were cancelled due to coronavirus (COVID-19). In 2020 to 2021, EYFS profile was not mandatory, therefore the data collection was cancelled and it's subsequent statistical release in 2021.	
CYPE 19	KS2 - Percentage of pupils achieving expected standard at KS2 in Reading, Writing and Mathematics	Bigger is better	Annual	2018/19 Academic Year	65%	67%	↔	Green		2017/18 Academic Year	67%	2018/19 Academic Year	71%	In response to the COVID-19 pandemic, the Department for Education cancelled the 2019/20 national curriculum assessments and associated data collections	
CYPE 20	KS4 - Average Progress 8 score per pupil	Bigger is better	Annual	2018/19 Academic Year	-0.03	0.07	↔	Green		2017/18 Academic Year	0.07	2018/19 Academic Year	0.22	Progress 8 measures were not being published in 2020/21 due to the changes to the way GCSE, A/AS and VTQ grades have been awarded over the last two years mean. Therefore 2020/21 pupil attainment data should not be directly compared to pupil attainment data from previous years for the purposes of measuring year on year changes in pupil performance.	
CYPE 21	KS4 - Average Attainment 8 score per pupil	Bigger is better	Annual	2020/21 Academic Year	50.9	50.0	N/A	Yellow		2019/20 Academic Year	48.9	2020/21 Academic Year	54.2	The changes to the way GCSE, A/AS and VTQ grades have been awarded over the last two years mean 2020/21 pupil attainment data should not be directly compared to pupil attainment data from previous years for the purposes of measuring year on year changes in pupil performance.	
CYPE 22	KS4 - Percentage of pupils achieving grades 9-5 in English and Maths	Bigger is better	Annual	2020/21 Academic Year	51.9%	50.7%	N/A	Yellow		2019/20 Academic Year	48.9%	2020/21 Academic Year	57.4%	The changes to the way GCSE, A/AS and VTQ grades have been awarded over the last two years mean 2020/21 pupil attainment data should not be directly compared to pupil attainment data from previous years for the purposes of measuring year on year changes in pupil performance.	
CYPE 23	Proportion of 16 and 17 year olds who were not in education, employment or training (NEET)	Smaller is better	Annual	Average of Dec 20, Jan 21 and Feb 21	2.8%	1.8%	↑	Green		Average of Dec 19, Jan 20, Feb 20	2.3%	Average of Dec 20, Jan 21 and Feb 21	1.8%		
CYPE 24	Proportion of 16 and 17 year olds not known if in education, employment or training (NEET)	Smaller is better	Annual	Average of Dec 20, Jan 21 and Feb 21	2.7%	3.6%	↓	Red		Average of Dec 19, Jan 20, Feb 20	2.9%	Average of Dec 20, Jan 21 and Feb 21	2.2%		
CYPE 25	Number of children with an EHCP educated in-borough mainstream schools	Bigger is better	Monthly	Jun-22	N/A	1,170	↑	N/A		May-22	1,137		No comparable data available		
CYPE 26	Percentage of children with an EHCP educated in-borough mainstream schools	Bigger is better	Monthly	Jun-22	To increase	31%	↑	Green		May-22	30%		No comparable data available		
CYPE 27	Average Caseload per Special Educational Needs caseworker	Smaller is better	Monthly	Jun-22	180	200	↓	Yellow		May-22	197		No comparable data available		
CYPE 28	Number of Education Health & Care Plans issued (excluding exceptions)	N/A	Monthly	Rolling Year to June 22	N/A	403	N/A	N/A		Rolling Year to May 22	360	2020	8613		
CYPE 29	Percentage of Education Health & Care Plans issued within 20 weeks (excluding exceptions)	Bigger is better	Monthly	Rolling Year Av. to June 22	62%	27%	↓	Red		Rolling Year Av. to May 22	29%	2020	62%	We have now taken action and allocated the EHCPs across the whole team. We have internally reorganised the service so that we are working as one with no age divide. This has brought more officer resource to addressing the issue and is having a positive impact as can be seen by the significant rise in number of plans addressed and reported to DfE. We anticipate continued performance improvement and stabilisation of service delivery with all backlogs cleared by December – by which point the service will have been reorganised into all age locality based teams with a dedicated assessment service at the centre.	



Latest Update:	REF.	INDICATOR	LATEST DATA							PREVIOUS DATA		BENCHMARKING		COMMENTS ON CURRENT PERFORMANCE	
			Bigger or Smaller is better	Frequency	Timeframe	22/23 Target	Croydon position	Change from previous	RAG	At risk	Timeframe	Croydon position	Timeframe		London position
	PH 10	% of children receiving 6-8 week review by health visitor	Bigger is better	Quarterly	Q3 21/22	66.5%	58.5%	↑	Red		Q2 21/22	55.5%	Q3 21/22	72.0%	Target is current 25th percentile within London. History of poor performance largely due to staffing issues. Monthly monitoring and improvement plan in place.
	PH 11	% of children who received a 2 - 2.5 year review	Bigger is better	Quarterly	Q3 21/22	51.7%	35.2%	↓	Red		Q2 21/22	38.6%	Q3 21/22	63.6%	Target is current 25th percentile within London. History of poor performance largely due to staffing issues. Monthly monitoring and improvement plan in place.
	PH 12	Teenage conception rate (per 1,000 women aged 15-17)	Smaller is better	Annual	2020	12.0	11.3	↑	Green		2019	18.5	2020	9.8	Target is current 25th percentile within London. Rates have fallen dramatically in 2020 as a result of the pandemic. We are working with our local sexual health provider to continue to increase and improve health promotion programmes and activities to ensure these rates continue to decrease.
	PH 13	% of children aged 10-11 years (children in year 6) classified as obese or overweight	Smaller is better	Annual	2019/20	38.2%	39.5%	↓	Yellow		2018/19	38.6%	2019/20	38.2%	Target is current London average. Owing to the suspension of the National Child Measurement Programme during the pandemic there is no updated information for 2020/21. The Healthy Schools programme includes a focus on healthy food in schools. Public health are working with the NHS to develop a Tier 3/4 healthy weight service. The Food and Healthy Weight Partnership has a range of actions across the wider determinants of health, and two grants have been received which will be utilised for a healthy catering commitment and to strengthen the healthy weight partnership.
	PH 14	% of children aged 4-5 years (children in reception) classified as obese or overweight	Smaller is better	Annual	2019/20	21.6%	21.8%	↑	Yellow		2018/19	22.3%	2019/20	21.6%	Target is current London average. Owing to the suspension of the National Child Measurement Programme during the pandemic there is no updated information for 2020/21. Public Health are launching an early years healthy weight programme in the autumn that will provide support to children and families to achieve a healthy weight. Public health are also working with the NHS to develop a Tier 3/4 healthy weight service. The Food and Healthy Weight Partnership has a range of actions across the wider determinants of health, and two grants have been received which will be utilised for a healthy catering commitment and to strengthen the healthy weight partnership.

Adult Social Care & Health

Page 307

ASCH 01	Overall satisfaction with ASC services (ASC Survey)	Bigger is better	Annual	Jun-22	Awaiting Publication by NHS digital	79.10%			Red		Available Oct 22		
ASCH 02	Number of requests received by new clients		Monthly	Jun-22		2135			Red	May-22	2425		
ASCH 03	% of people who approach the council for help with adult care and that is resolved at the point of initial contact.	Bigger is better	Monthly	Jun-22	75%	86%	↔	Green		May-22	86%		Institute of Personal Care (national benchmark) target is 75% for a high performing front door - Croydon performance is currently 9% above this.
ASCH 06	Overall satisfaction of carers with social services from Carers Survey	Bigger is better	Every 2 years	Jun-22	50%	35.10%		Green					Target is set at London Average for carers satisfaction. currently reviewing the carers strategy to result in identifying a range of actions to improve performance
ASCH 07	% of safeguarding intervention leading to reduction / removal of risk (closed episodes)		Monthly	Jun-22	95%	100%			Red	May-22	100%		Performance against this indicator remains strong.
ASCH 08	Total number of clients (18-64) in Long Term Care		Monthly	Jun-22		2942			Red	May-22	2951		
ASCH 09	Rate of clients (per 100,00) (18-64) in Long Term Care		Monthly	Jun-22		1227.37			Red	May-22	1231.12		
ASCH 10	Total number of clients (65+) in Long Term Care		Monthly	Jun-22		2843			Red	May-22	2845		
ASCH 11	Rate of clients (per 100,00) (65+) in Long Term Care		Monthly	Jun-22		535.40			Red	May-22	535.78		
ASCH 12	% of long term clients for 12+ months who have had a review		Monthly	Jun-22	62%	56.78%		Yellow		May-22	59.17%		Revised targets for staff to increase the number of reviews completed. Vacancies have had an impact on performance, recruitment drive in place to improve performance. Focus on reducing waiting times for new clients.
ASCH 14	% Carers with assessment		Monthly	Jun-22	90%	78%		Red		May-22	78%		Contract to complete carers assessments is currently under review and is due to be renewed. Target is weighted to allow for carers who decline an assessment
ASCH 17	Total number of people receiving home care (18-64)		Monthly	Jun-22		662			Red	May-22	655		Whilst the number of younger adults receiving long term support is decreasing, there has been an increase in the numbers eligible for home care due to the complexity of their care and support needs.
ASCH 18	Total number of people receiving home care (65+)		Monthly	Jun-22		1333			Red	May-22	1,311		Whilst the number of older adults receiving long term support is decreasing, there has been an increase in the numbers eligible for home care due to the complexity of their care and support needs.
ASCH 19	Number of People in Residential & Nursing Care (18-64)		Monthly	Jun-22		443			Red	May-22	452		Whilst the number of younger adults receiving long term support is decreasing, there has been an increase in the numbers eligible for residential and nursing care due to the complexity of their care and support needs.
ASCH 20	Number of People in Residential & Nursing Care (65+)		Monthly	Jun-22		754			Red	May-22	743		Whilst the number of older adults receiving long term support is decreasing, there has been an increase in the numbers eligible for residential and nursing care due to the complexity of their care and support needs.
ASCH 21	Numbers of care packages below 10 hours (18-64)	Smaller is Better	Monthly	Jun-22	Less than 15% of total care packages	512		Yellow		May-22	501		This represents 16.5% of all care packages, the Institute of Personal Care suggest a target of 15% of all care packages to be below 10 hours a week.



Latest Update:	REF.	INDICATOR	Bigger or Smaller is better	Frequency	Timeframe	LATEST DATA				PREVIOUS DATA		BENCHMARKING		COMMENTS ON CURRENT PERFORMANCE	
						22/23 Target	Croydon position	Change from previous	RAG	At risk	Timeframe	Croydon position	Timeframe		London position
	ASCH 22	Number of care packages below 10 hours (65+)	Smaller is Better	Monthly	Jun-22	Less than 15% of total care packages	959				May-22	950			This represents 14.6% of all care packages, the Institute of Personal Care suggest a target of 15% of all care packages to be below 10 hours a week.
	ASCH 25	% of eligible clients receiving Direct Payments (18-64)	Bigger is better	Monthly	Jun-22	28%	14.26%				May-22	15.01%			The numbers of younger adults using Direct Payments have reduced, this current system is complicated and is being reviewed to make the system easier for residents to use.
	ASCH 26	% of eligible clients receiving Direct Payments (65+)	Bigger is better	Monthly	Jun-22	7%	3.05%				May-22	3.14%			The numbers of elderly people using Direct Payments have reduced, this current system is complicated and is being reviewed to make the system easier for residents to use.
	PH 01	% of the eligible population offered an NHS Health Check who received one (% uptake)	Bigger is better	Quarterly	Q2 21/22	28%	30%	↑			Q1 21/22	16%	Q2 21/22	48%	Target is current 25th percentile within London. Croydon has a targeted approach to NHS Health checks provision that focuses on those most at risk of poor health outcomes rather than the entire eligible population. The focus is on improving uptake of health checks by those who have been offered rather than increasing the population invited.
	PH 02	% opiates and/or crack cocaine users not in treatment	Smaller is better	Annual	2020/21	64.5%	67.8%	↑			2019/20	68.4%	2020/21	64.5%	Target is current London average. We have recently commissioned a new provider and have additional funding coming through from central government with a focus on increasing numbers in treatment.
	PH 03	STI testing rate (per 100,000 people aged 15-64)	Bigger is better	Annual	2020	5682.6	4099.1	↑			2019	7610.1	2020	9,136.30	Target is current 25th percentile within London. Testing rate has fallen in Croydon as in London and England during the pandemic. This could be due to less testing services offered or down to there being a genuine reduction in demand during periods of lockdown. We are currently putting in place a new S75 contract with our local provider.
	PH 04	Total prescribed LARC (per 1,000 women aged 15-44)	Bigger is better	Annual	2020	27.0	29.4	↓			2019	43.1	2020	27.0	Target is current London average. LARC prescriptions have fallen in Croydon as in London and England during the pandemic. LARC is offered both in the community and the hospital and we are reviewing our community provision currently with procurement in mind for 23/24
	PH 05	% of those eligible tested for HIV	Bigger is better	Annual	2020	60.3%	64.6%	↓			2019	70.9%	2020	54.7%	Target is current 75th percentile within London. Testing rate has fallen in Croydon as in London and England during the pandemic though remains comparatively high. HIV point of care testing currently takes place at CHS A+E whilst we work with partners in HIV through the SRH partnership board to increase access to HIV testing.
	PH 06	% of abortions that are repeats (i.e. involve a woman who has had a previous abortion)	Smaller is better	Annual	2020	45.6%	51.4%	↓			2019	50.9%	2020	44.0%	Target is current 25th percentile within London. Given historic poor performance in this area the Sexual Health, HIV and Reproductive Health Partnership Board have requested a task and finish group to look into terminations of pregnancy.
	PH 07	% of adults (aged 18-64) in routine and manual occupations who are smokers	Smaller is better	Annual	2020	19.3%	11.6%				n/a	n/a	2020	19.3%	Target is current London average. There is no historical data as the survey changed its methodology in 2020 so trends are not comparable. Croydon has an integrated healthy lifestyle service that encompasses smoking cessation, brief alcohol interventions and weight management. This service is currently being redesigned in partnership with the NHS to align to the ICN Plus. There is also a south west London NHS programme for smoking cessation to increase acute and mental health in-house provision.
	PH 08	% of adults (aged 18+) classified as overweight or obese	Smaller is better	Annual	2020/21	61.1%	61.8%	↓			2019/20	58.2%	2020/21	56.0%	Target is current 25th percentile within London. Croydon has an integrated healthy lifestyle programme providing adult weight management support. Public Health are also looking to commission a pilot weight management programme targeting the Black Caribbean population. There is a multi-agency healthy weight partnership which has an action plan to address obesity that requires action across the council, VSC and NHS.
	PH 09	% of residents reporting good life satisfaction (% of survey respondents scoring 7 or higher)	Bigger is better	Annual	2020/21	79.0%	81.3%	↓			2019/20	83.5%	2020/21	75.1%	Target is current 75th percentile within London. This is a cross cutting council and partner wide measure of success. There are a number of programmes due to be launched with an aim to improve wellbeing and mental resilience.

Housing

HOU 1	Number of Homeless Applications Made	N/A	Monthly	Jun-22	N/A	240					Apr-22	264		No comparable data available	
HOU 2	Number of homelessness cases prevented	Bigger is better	Monthly	Jun-22	35	44								No comparable data available	Although better performance, still below what it should be. Transformation work in the service will see this figure rise
HOU 3	Number of cases where Homelessness was Relieved	Bigger is better	Monthly	Jun-22	25	27								No comparable data available	This is a lower figure than expected. Transformation work in the service will see this figure rise
HOU 4	Total households in Temporary accommodation	Smaller is better	Monthly	Jun-22	2,400	2,199	↑				Apr-22	2,252		No comparable data available	Analysis of households in temporary accommodation is being carried out to provide confidence in the numbers reported. At the same time the data is being cleansed which may result in a change in the reported numbers in the coming months.
HOU 5	Temporary Accommodation rate per 10,000 households	Smaller is better	Quarterly	Dec-21	N/A	12.95							Dec-21	16.61	
HOU 6	Number of temporary accommodation households that are in nightly let	Smaller is better	Monthly	Jun-22	800	744	↓				Apr-22	707		No comparable data available	
HOU 7	Number of temporary accommodation households that are in shared accommodation >6 weeks	Smaller is better	Monthly	Jun-22	5	24	↓				Apr-22	21		No comparable data available	A dedicated project team has been set up - weekly meetings are held to review and each family's circumstances, progress with assessments, decision-making and move on plans. All cases in shared B&B accommodation are tracked to reduce overall numbers which is reported to DHLUC on a regular basis. Improvement is expected in the coming months.
HOU 8	DHP - no. of residents supports	Bigger is better	Monthly	Jul-22	333	258	↑				Apr-22	74		No comparable data available	We are likely to support less people than the target as we were allocated less Discretionary Housing Payment grant this financial year.



CROYDON CORPORATE PERFORMANCE Q1 APRIL - JUNE 2022

Latest Update:	REF.	INDICATOR	LATEST DATA							PREVIOUS DATA		BENCHMARKING		COMMENTS ON CURRENT PERFORMANCE	
			Bigger or Smaller is better	Frequency	Timeframe	22/23 Target	Croydon position	Change from previous	RAG	At risk	Timeframe	Croydon position	Timeframe		London position
	HOU 9	EA/TA – total debt collected	Bigger is better	Monthly	YTD June 22	£22,009,024	£6,560,247	↑	Red		YTD May 22	£3,767,679		No comparable data available	The back log of HB assessment cases has reduced - Payments received including HB £6,560,247.
	HOU 10	EA/TA – total debt collection rate	Bigger is better	Monthly	YTD June 22	95%	97.9%	↓	Green		YTD May 22	104.0%		No comparable data available	Still ongoing system issues preventing the creation of new rent accounts from the onset, Service Desk are looking into it. There is a back log on HB assessments, when done, this would help to increase the collection rate. Still ongoing issues with collection for care leavers in TA. Business case made to recruit 2 Personal Budgeting Support Officers, to support this cohort.
	HOU 11	% who are very or fairly satisfied with the way Croydon Council deals with repairs and maintenance	Bigger is better	Quarterly	Q4 2021/22	60.32%	59.00%	↑	Yellow		Q3 2021/22	55.00%	Q3 2020/21	60.32%	
	HOU 12	% who are very or fairly satisfied that Housing services are easy to deal with	Bigger is better	Quarterly	Q4 2021/22	65.00%	57.00%	↑	Red		Q3 2021/22	51.00%	Q3 2020/21	65.00%	The fall during this period is concerning. Benchmarking shows that many landlords have experienced falls in this indicator over this period, presumably due to pandemic-related changes in management and services. However, there are also likely to be Croydon-specific factors at play and further work will be done to explore these.
	HOU 13	% who are very or fairly satisfied that Housing services gives you the opportunity to make your views known	Bigger is better	Quarterly	Q4 2021/22	48.00%	52.00%	↑	Green		Q4 2021/22	47.00%	Q3 2020/21	48.00%	
	HOU 14	Total rent due (Inc. arrears brought forward)	N/A	Monthly	YTD June 22	N/A	21,273,081		N/A		YTD May 22	13,858,702		No comparable data available	Contributing factors affecting collection rate: Annual rent increase of 4.1%, Backlog of UC rent verifications for new rent increase for over 4,000 residents means that we will still be receiving the pre-April rent for 8-12 weeks. The bank holiday on 2.5.22 delayed rent payments due manually and automated. Tenancy cases linked to the death of a tenant, succession, abandonment, ASB affect our collection rate due to the time needed for investigation. Five year flexible tenancies cannot be properly managed due to legal challenge. The lasting effects of the Pandemic is still affecting our work as we continue to support our customers; this means we have had to make affordable repayment agreements at much higher rates of arrears and take action for those that refuse to pay at much higher arrears levels that we are used to.
	HOU 15	Total rent collected (Inc. arrears brought forward)	N/A	Monthly	YTD June 22	N/A	20,540,353		N/A		YTD May 22	12,215,592		No comparable data available	Explanation continued: Cost of living crisis is having an affect on our residents, staff shortages
Page 369	HOU 16	Rent collected as a % rent due (Inc. arrears brought forward)	Bigger is better	Monthly	YTD June 22	97%	96.6%	↑	Yellow		YTD May 22	88.1%		No comparable data available	Timescale for improvements: The action taken is ongoing and the timeline we are working to is to achieve the target in year. All actions have been implemented and we expect to see improvements in year and going forward. 1. Home visits to find out any changes to their circumstances, so as to maximise their income. 2. Support tenants through the Household Support Fund, issue food vouchers, pay for utility bills and clothing. 3. For tenant in receipt of UC, officers' apply to DWP for direct housing costs, and for a proportion of costs to go towards the rent arrears. 4. Officers make referrals to WBA's, to see how their income can be maximised. 5. DHP is offered to tenants experiencing hardship, to clear all or part of the rent arrears, when there is a long term solution to maintain the tenancy
	HOU 17	Lifts - compliancy with statutory inspection regime (category A)	Bigger is better	Monthly	Jun-22	100%	100%	↔	Green		May-22	100%		No comparable data available	All lift inspections are in date
	HOU 18	Number of domestic properties that use gas	N/A	Monthly	Jun-22	N/A	13,450		N/A		May-22	13,449		No comparable data available	N/A
	HOU 19	Number of domestic properties without valid LGSR (1-4 amber)	N/A	Monthly	Jun-22	N/A	99		N/A		May-22	110		No comparable data available	Performance has improved from the previous position. The summer months are the services busiest time of year approximately 2500 services are being conducted a month. Appointments are booked for the next 2 week to clear outstanding LGSRs. 99 outstanding LGSRs.
	HOU 20	% Domestic properties with valid Landlords Gas Safety Certificate (LGSR)	Bigger is better	Monthly	Jun-22	100%	99%	↓	Yellow		May-22	99.1%		No comparable data available	As above
	HOU 21	Water Hygiene inspections completed	N/A	Monthly	Jun-22	N/A	0		N/A		May-22	18		No comparable data available	No inspections scheduled for June - all in date.
	HOU 22	Water Hygiene inspection, % completed in target	Bigger is better	Monthly	Jun-22	100%	100%	↔	Green		May-22	100%		No comparable data available	As above
	HOU 23	Water Hygiene - Number of remediation actions outstanding	Smaller is better	Monthly	Jun-22	0	24	↔	Red		May-22	24		No comparable data available	The 24 outstanding remediation actions are lower risks hazards with no direct threat to health. High risk hazards - those that could directly affect the health of residents - are dealt with by Aquatech at the time of the inspection or as soon as possible after. Lower risk hazards will result in the contractor making recommendations for improvements. These improvements are typically grouped together in a batch and a job raised by Mechanical Services to carry out the works. This is to achieve value for money for the Council and Leaseholders. An example would be a repair to an access door or a damaged sign. These 24 outstanding actions will be completed as soon as possible.
	HOU 24	Electrical Testing - compliancy rate (domestic homes with valid satisfactory test certificate)	Bigger is better	Monthly	Jun-22	98%	92%	↔	Yellow		May-22	92%		No comparable data available	Performance is below target by 6%; there are 1160 Domestic EICRs overdue. Work is ongoing with tenancy and contractors to arrange access into all properties which are currently refusing access. A new Electrical Contract Manager is being recruited in July who will oversee this work to completion.
	HOU 25	Number of asbestos non-domestic programme inspections completed	N/A	Monthly	Jun-22	N/A	28		N/A		May-22	7		No comparable data available	An asbestos management program started in May 2022. There are 736 communal areas to be surveyed by February 2023.
HOU 28	Fire Risk Assessment (FRA) required	N/A	Monthly	Jun-22	N/A	756		N/A		May-22	756		No comparable data available	All FRAs are in date	
HOU 29	Number of FRA completed	N/A	Monthly	Jun-22	100%	756		N/A		May-22	756		No comparable data available	All FRAs are in date	
HOU 30	% FRA completed in target	Bigger is better	Monthly	Jun-22	100%	100.0%	↔	Green		May-22	100.0%		No comparable data available	All FRAs are in date	
HOU 31	% of stock that is categorised as a Decent home	Bigger is better	Annual	2020/21	100%	99.9%		Yellow				2020/21	90.0%	The government target is that all properties should meet the Decent Homes Standard, however due to the cyclical nature of stock condition reporting and completion of work, there will generally be a number of properties which fail at the time of reporting but are rectified within the next financial year (excluding longer term works such as extensions or large refurbishment works).	

Latest Update:	REF.	INDICATOR	LATEST DATA							PREVIOUS DATA		BENCHMARKING		COMMENTS ON CURRENT PERFORMANCE	
			Bigger or Smaller is better	Frequency	Timeframe	22/23 Target	Croydon position	Change from previous	RAG	At risk	Timeframe	Croydon position	Timeframe		London position
	HOU 32	% of Responsive Repairs completed within target times	Bigger is better	Monthly	Jun-22	90%	97.0%	↑	Green		May-22	88.9%		No comparable data available	<p>The performance is showing improvement over last month. In June 3221 repairs jobs were completed on time out of the total 3325 responsive repairs jobs (general building and Gas excluding recalls). 104 jobs were completed late and majority of them are large legacy jobs of higher priorities; 81% were large jobs (Priority 15 and Priority 60 jobs) which belonged to mainly plumbing, carpentry and plastering trades. Also, 21% of the late jobs are legacy jobs/old jobs being completed now which is adversely affecting the performance. Once all the legacy jobs are completed the performance will further improve.</p> <p>The improvement is a result of Axis actions related to diagnostic review, process changes, resource alignment with demand, and targeted delivery of legacy and current jobs.</p>
	HOU 33	% Repairs Calls answered within target time	Bigger is better	Monthly	Jun-22	95%	79.0%	↑	Red		May-22	67.0%		No comparable data available	<p>Although the performance is below target but it has improved by 12% as compared to last month. There was a slight decrease of 1% in number of call received but 16% increase in number of call answered within target time . The number of total calls received has reduced by 44 calls (1%) and the number of calls answered within target time has increased by 926 calls (16%) as compared to last month. Total 6681 (4687 GB+1994 Gas) repairs calls were answered within 4-minutes out of the total 8502 (6435 GB+2067 Gas) repairs calls answered. The performance is better in GB as compared to Gas.</p> <p>The improvement is due to extra resource recruited and resource alignment with demand. The recruitment is still ongoing to achieve the full capacity.</p>
	HOU 34	% repairs calls abandoned	Smaller is better	Monthly	Jun-22	2%	9.0%	↑	Red		May-22	14.0%		No comparable data available	<p>Although, the % of call abandoned is higher than the target, however the performance has improved as compared to last month.</p> <p>During June, a total of 9338 calls were received; of which 8502 repairs calls were attended and 836 repairs calls were abandoned. This is due to increased volume of calls received on certain days of the week. Axis are working to align resource allocation with demand which will help in improving the performance further.</p>
	HOU 35	Repairs Appointments Made and Kept	Bigger is better	Monthly	Jun-22	90%	92.0%	↓	Green		May-22	93.0%		No comparable data available	<p>Performance continues to exceed targets during June, 4897 repairs appointments were kept out of the total 5330 repairs appointments. Gas, plumb, electrical and plastering appointment were the most likely not to be kept.</p>
	HOU 36	BV212 Average Void Re-let times taken (Days)	Smaller is better	Monthly	Jun-22	40	109.6	↑	Red		May-22	116.6	2020/21	68.5	<p>The number of days taken to re-let a property has decreased but remains significantly above target and above the London position. A strategic review of the management of voids is underway with staff working jointly with Councillors and resident representatives. Alternative contractors have been engaged to provide additional capacity and will speed up works being delivered to void properties. Housing are working closely with the Allocations and Social Care Teams to match people to the most suitable property as quickly as possible.</p>

REPORT TO:	Cabinet September 2022
SUBJECT:	Temporary Workers Staffing Contract
LEAD OFFICER:	Dean Shoemith, Chief People Officer, Human Resources
CABINET MEMBER:	Councillor Jason Cummings (Cabinet Member for Finance)
WARDS:	All

SUMMARY OF REPORT:

This report is to recommend that the Council award a replacement contract for the supply of temporary workers to enable the delivery of council services.

Having a managed service provision for an area of high spend within the Council provides economies of scale and avoids ad-hoc and therefore potentially more expensive recruitment process. In addition, expert market knowledge can source temporary staff with appropriate skills and on-board those staff using a standard recruitment process that is cost effective.

The recruitment of a skilled workforce is essential for the Council to deliver its services. The recruitment market is challenging and requires specialist skills to attract talented staff and to do this in a timely manner to avoid service delivery being impacted.

The Council has undertaken an extensive market engagement and benchmarked utilising data from other Councils to deliver a value driven recommendation for an award of a new contract.

FINANCIAL IMPACT:

The proposed award for the Temporary Workers Staffing contract starts from 7 November 2022 to 6 November 2026 up to a total contract value as set out in part B.

The budget for temporary workers is funded from existing departmental staff budgets, therefore only sourced due to vacancy of staff, or emerging short-term requirements. There is no dedicated budget for temporary workers or the temporary workers' margin and management fee associated with their use. Directorates are expected to contain these costs within their agreed salary budgets.

The contract value is a maximum ceiling, with no commitment to spend up to this value. The spend through this contract will be determined by the demand from the Council over the four-year term.

KEY DECISION REFERENCE NO.: 2422EM

RECOMMENDATION:

The Executive Mayor in Cabinet is recommended to approve the award of a four-year contract called off from the ESPO Mstar3 Framework London Collaboration Lot 1 Temporary Workers Staffing to the provider and for the maximum contract value stated in the part B report.

1. DETAIL OF REPORT

BACKGROUND

- 1.1 This report recommends the award of a four-year term contract to a preferred supplier of temporary workers following a thorough pre-market engagement for all categories of temporary workers across the Council.
- 1.2 Temporary workers are used by the Council to provide short-term resources to fill absences, vacancies and add capacity to deal with peaks in workflow. The contract will also allow for interim staff which includes highly skilled professionals who can enable the authority to fill skills gaps, work on fixed term projects and add an external perspective to the management of the organisation.
- 1.3 The Council's current contract for the provision of temporary workers with Adecco expires on 6th November 2022, with no further option to extend. In compliance with the Council's Contract Regulations and the Public Contract Regulations 2015, there is a need to renew the services to ensure best value for money and to keep up with market developments (e.g. a hybrid working approach potentially means a larger area of reach for the recruitment market).
- 1.4 The recommendation is to directly award a contract to the preferred supplier listed on the London Collaboration Lot of the Eastern Shires Purchasing Organisation (ESPO) MSTAR3 Framework. The ESPO MSTAR3 Framework provides a simple, compliant and best value route to procure a provider for temporary workers using a managed service model. All suppliers on the Framework have been preselected by ESPO as being capable of providing a comprehensive range of services that incorporates both quality and value for money.
- 1.5 A Managed Service provision oversees a large supply chain of agencies from which they fill vacancies. The Council receiving the services remains in contract only with the managed service provider and not with the supply chain, and so the provider arranges for all compliance checks of both the supply chain of agencies and the temporary workers employed by the Council.

1.6 A contract award to the supplier listed under the London Collaboration Lot of the ESPO MSTAR 3 Framework, proposes delivery of the optimum benefit to the Council. It also meets all of the critical operational requirements identified by stakeholders, while providing support on insight across all London boroughs to support efficiencies across temporary workers contracting activities.

1.7 The Council required a solution that was able to deliver the following requirements:

i) Resource

Sufficient resources to support Croydon Council, ensuring resourcing requirements and demands are met including traditionally hard to fill roles in Croydon such as within the Adult's and Children's Directorates. Effective digital compliance of temporary workers and the supply chain.

ii) Price

Maximising best value through securing best rates and margins, and working with the Council to achieve reduction in usage

iii) Technology

Technological integration with internal Croydon Council IT systems and provision of good quality management information and reporting tools

iv) General

Effective mobilisation plan and maximising operational benefits to the Council. Enhancing the candidate experience through the onboarding process and championing the Council at every opportunity.

v) Council Policies and priorities

Social value considerations, including engagement of local based people, schemes to support employability and retention in the local skills through workshops and training programmes partnering with Croydon College.

Development of good retention capacity and exploring a qualified social worker development programme.

Commitment to the real living wage for staff employed through the temporary workers staffing contract.

2. **OPTIONS CONSIDERED AND REJECTED**

Option 1 – Do Nothing. If the current contract expires without a compliant replacement, the Council will face risks associated with delivery of key services as capacity will not be available or the Council would require constant competition on the open market to engage temporary staff on an individual basis. **Not recommended.**

Option 2 – Continue as is. Continuing with the current supplier by rolling on the contract will breach the Public Contracts Regulations (PCR 2015) and the Councils Tender and Contract Regulations as there is no scope for further extensions within the current contract. This would expose the Council to considerable risk of litigation. **Not recommended.**

Option 3 – In-house Recruitment Service. This would require setting up a team to deliver and manage the recruitment service within the Council. Robust knowledge, expertise and skills would be required and would take time to implement, and all accountability would lie with the organisation. Using this approach will be costly and the lead in time to create an effective function would be extensive.

In addition individual contractual arrangements would have to be negotiated with all potential suppliers and terms are not likely to be harmonised nor commercially advantageous. **Not recommended.**

Option 4 – Further Competition under a Framework. This option is resource intensive and rates may not be as favourable when compared across managed service providers procured under the framework. **Not recommended.**

Option 5 – Open Tender. This approach is the most resource intensive option, with no guarantees that the rates we currently have can be secured or reduced further. **Not recommended.**

Option 6 – Direct award of Contract from the London Collaboration Framework of the MSTAR 3 (Lot 1): The use of either a neutral vendor or master vendor model is available through the London Collaboration framework (Lots 1a/b). This is the best value for money option whilst also meeting the Council's priorities such as Social Value. The MSTAR Framework allows for a contracting authority to directly award a contract to a provider that meets its criteria and the criteria set out in the MSTAR Framework. This route has been successfully and widely used by over 15 London Local Authorities in the last 2 years and delivers efficient use of resource. Further details are provided in Part B. **Recommended Option.**

3. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 3.1 Of all the options considered, the recommended option delivers the greatest financial benefit to the Council. However, a further financial benefit will be achieved through demand management of the use of temporary workers.
- 3.2 Utilising a Managed Service Provider enables access to a significant agency supply chain and allows the Council oversight and control of expenditure whilst maintaining a compliant route to engaging temporary workers.

- 3.3 A Managed Service Provision also allows for generation of real time and reliable management information, which is crucial for the Council to control expenditure in this area.
- 3.4 Taking part in the London Collaboration provides access to benchmarking data and information sharing between other Councils within the Collaboration.
- 3.5 The relationship management function within a Managed Service Provider allows for issue escalation and resolution, either with agency workers or the agency supply chain, and exploring opportunities for savings within supply chains.

4. CONSULTATION

- 4.1 Views from colleagues across Council's directorates were sought to develop the requirements and determine the optimum model for the Council. This included Senior Managers/Heads of Service across Adults and Children's Social Care, Finance, Procurement, Recruitment and Digital & Resident Access.
- 4.2 There are no changes to the service delivery model that would require consultation with the wider public.

5. FINANCIAL CONSIDERATIONS

- 5.1 There is no separate budget for temporary workers, or the margin and management fee associated with their use. Directorates are expected to contain these costs within their agreed salary budgets. All costs are revenue expenditure. The on-costs of the contract are added to the invoice weekly as a cost against the agency worker, which directly apportioned to the service as a cost of the agency worker for that week.

Revenue and Capital Consequences of Report Recommendations

- 5.2 The Council modelled the annual cost of the contract using existing usage data, including the cost of supplier margins and any management fees (included in the Part B report). Actual costs will depend on the number and type of temporary workers engaged during the lifetime of the contract.
- 5.3 Agency spend has been significantly higher in previous years than it is currently, reaching a peak of £40.6m in 2019/20. Following a significant reduction in spend and new oversight through the Spend Control Panel, this has reduced to £16.3m last year, although this is expected to increase to approximately £21.9m this year. See part B for projected costs within the new contract.
- 5.4 It should be noted that it is the agency staff salaries that make up the majority of the annual spend figures listed above. The agency and management fees are included within the annual figures but are a small percentage of the overall cost.

Approved by Lesley Shields, Interim Head of Finance for Resources & ACE

6. LEGAL CONSIDERATIONS

- 6.1 The Head of Commercial and Property Law comments on behalf of the Director of Legal Services & Monitoring Officer that:
- 6.2 The Council may enter into contracts under the general power of competence (Localism Act 2011). The Council must comply with the Public Contracts Regulations 2015 and its own Tenders and Contracts Regulations when awarding contracts.
- 6.3 The Council can use the MSTAR3 Framework and follow the direct award process prescribed by that framework.
- 6.4 The Council is under a general Duty of Best Value 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 (Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government & Public Involvement in Health Act 2007). This report addresses Best Value considerations.

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

7. HUMAN RESOURCES IMPACT

- 7.1 The HR impact is addressed within this report. If there are any other implications arising, these will be dealt with throughout the Council policies and process as standard.

Approved by: Gillian Bevan, Head of HR for Resources and Assistant Chief Executives on behalf of the Director of Human Resources

8. OTHER CORPORATE IMPACT

This contract will support the resourcing across all Directorates within the Council.

9. EQUALITIES IMPACT

- 9.1 The Council has a statutory duty, when exercising its functions, to comply with the provisions set out in the Sec 149 Equality Act 2010. The Council must, in the performance of its functions, therefore, have due regard to:
 - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

9.2 Section 149 involves the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it. This requires organisations to undertake the following:

- Remove or minimise disadvantages suffered by people due to their protected characteristics.
- Take steps to meet the needs of people from protected groups where these are different from the needs of other people.

9.3 This may involve meeting the needs of disabled persons that are different from the needs of persons who are not disabled. This may involve treating people more favourably than others though this does not equate to conduct which is in breach of the Equality Act 2010.

9.4 The Act provides that fostering good relations between persons who share a relevant protected characteristic and persons who do not share it involves understanding between people from different groups.

9.5 The Equality Strategy has the following outcomes (i) Develop annual performance indicators to measure recruitment, learning and development, career progression and employee relations (ii) Develop annual performance indicators to measure recruitment, learning and development, career progression and employee relations. The recruitment of agency staff should also be monitored to this regard.

9.6 In discharging its duties the Council will ensure that the online application process is suitable for applicants with neurodiverse requirements such as dyslexia. The Council will ensure that it follows the guidelines from the British Dyslexia Association. It will also ensure that the application process is written in plain English to support business owners who do not have English as a first language. The Council will also ensure that reasonable adjustments are provided for disabled staff both in employment and at interview.

9.7 The provision to include mandatory local labour meets the Council's core priority of to tackle ingrained inequality and poverty in the borough, following the evidence to tackle the underlying causes

9.8 An initial equality analysis has been undertaken. There is no adverse impact on protected groups. The equality analysis will be reviewed and updated on a quarterly basis.

9.9 There are no other significant risks to consider.

Approved by Denise McCausland, Equalities Manager

[\(Denise.McCausland@croydon.gov.uk\)](mailto:Denise.McCausland@croydon.gov.uk)

10. ENVIRONMENTAL IMPACT

- 10.1 There are no significant implications or risks to consider. Council has taken significant consideration in encouraging work from home where possible reducing the need to travel and usage of cars, diesel or petrol and consequences of CO2 emissions.
- 10.2 Renewed energy promoted through electronic transfer of data and management information. There will be an obligation to support the Council's commitment to make the borough more sustainable and Carbon neutral by 2030.

Approved by: Bob Fiddik on behalf of the Director of Commercial Investment

11. CRIME AND DISORDER REDUCTION IMPACT

- 11.1 There are no significant implications or risks to consider.

12 DATA PROTECTION IMPLICATIONS

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

YES

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

YES

- 12.1 The Contract will process personal data such as names, dates of birth, addresses. The Supplier and the Council will adhere to the Data Protection Act (DPA) 2018 and ensure that any individual, supplier or the supply chain commissioned to work with the Council are fully compliant with the policy and understand their GDPR responsibilities. The processes of data and data requirements will be confirmed with the new supplier as part of new contract process.
- 12.2 The Chief People Officer, Director of Human Resources comments that there are no additional data protection implications arising directly from the report.

Approved by: Dean Shoesmith; Chief People Officer.

CONTACT OFFICER: Dean Shoesmith; Chief People Officer.
(dean.shoesmith@croydon.gov.uk)

APPENDICES TO THIS REPORT: – DPIA attachment

BACKGROUND DOCUMENTS : None

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank