

LONDON BOROUGH OF CROYDON

REPORT:	CABINET		
DATE OF DECISION:	20 November 2024		
REPORT TITLE:	2024-25 Period 5 Financial Performance Report		
CORPORATE DIRECTOR:	Jane West Corporate Director of Resources (Section 151 Officer)		
LEAD OFFICER:	Allister Bannin, Director of Finance (Deputy S151)		
LEAD MEMBER:	Cllr Jason Cummings, Cabinet Member for Finance		
KEY DECISION?	No	Reason: N/A	
CONTAINS EXEMPT INFORMATION?	No	Public Grounds for the exemption: N/A	
WARDS AFFECTED:	All		

1 SUMMARY OF REPORT

- 1.1 This report provides the Council's financial performance as at Period 5 (August 2024) for the General Fund, Housing Revenue Account (HRA) and the Capital Programme. The report forms part of the Council's financial management process for publicly reporting financial performance on a monthly basis.

Financial Performance Summary Table

Financial Performance Area	2024-25 Revised Budget (£m)	2024-25 Forecast (£m)	2024-25 Forecast Variance (£m)	2024-25 Forecast Variance (%)
Revenue Forecast (General Fund)	361.3	381.2	19.8	5.5%
Revenue Forecast (Housing Revenue Account)	-	8.0	8.0	N/A
Capital Forecast (General Fund)	118.5	99.7	(18.8)	(15.9%)
Capital Forecast (Housing Revenue Account)	57.2	48.9	(8.3)	(14.6%)

2 RECOMMENDATIONS

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

- 2.1** to note the General Fund revenue budget outturn is forecast to overspend at financial year end by £19.8m at Period 5, after the budgeted utilisation of £38m capitalisation directions requested from the Ministry of Housing, Communities and Local Government (MHCLG), utilisation of the £5.0m risk contingency budget and utilisation of £13.0m corporate earmarked reserves.
- 2.2** to note that all service directorates have been asked to reduce their net expenditure so that the annual budget can be balanced at the end of the year through the in-year Financial Recovery Plan as set out from paragraph 4.8.
- 2.3** to note the progress in Medium Term Financial Strategy (MTFS) savings achievement of £21.9m (79.1%) against the total savings target of £27.7m as set out in paragraph 4.133.
- 2.4** to note the work that is continuing on the Council's Transformation Programme as set out from paragraph 4.131.
- 2.5** to note the Housing Revenue Account (HRA) revenue budget outturn is forecast to overspend by £8.0m.
- 2.6** to note the General Fund capital programme 2024-25 forecast underspend of £18.8m against the revised capital budget of £118.5m.
- 2.7** to note the HRA capital programme 2024-25 forecast underspend of £8.3m against the capital budget of £57.2m.
- 2.8** to note the Council's historic borrowing and subsequent debt burden continues to be critical to the non-sustainability of the Council's revenue budget as set out from para 4.154. Dialogue with MHCLG continues around options of further financial support from Government in regard to the level of structural indebtedness to ensure the Council can deliver sustainable Local Government services.
- 2.9** to note that the Council continues to operate Spend Control Panels, and tightened the criteria from July 2024, to ensure that stringent financial control and assurance oversight are maintained.
- 2.10** to note that current forecasts are based on the best available information at the time and will be subject to review and change during the financial year.

3 REASONS FOR RECOMMENDATIONS

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

4 BACKGROUND AND DETAILS

- 4.1** The 2024-25 budget approved by Council in March 2024 set a net revenue budget of £361.3m. This required capitalisation directions from Government of £38m to balance, owing to resolving historical inaccurate accounting treatments and to fund the ongoing annual cost of servicing the disproportionate level of debt.
- 4.2** The Council's historic legacy borrowing and debt burden continues to be critical to the non-sustainability of the Council's revenue budget, with circa £66m annual cost for the Council to service the debt. As at the end of 2021-22, data from the Office for Local Government (OFLOG) confirmed that the cost of servicing Croydon's debt, at 16% of core spending power, was double that for the median English authority.
- 4.3** Dialogue with MHCLG continues around options of further financial support from Government in regard to the level of structural indebtedness to ensure the Council can deliver sustainable Local Government services.

GENERAL FUND REVENUE BUDGET SUMMARY

- 4.4** The General Fund revenue forecast outturn at financial year end shows an overall overspend of £19.8m, following the budgeted utilisation of the £38m capitalisation directions requested from MHCLG, utilisation of the £5m risk contingency budget and utilisation of £13.0m corporate earmarked reserves. In 2023-24 the Council demonstrated a provisional outturn underspend, whereas many other councils were overspent. However, this year the financial forecast is more aligned with the rest of London, demonstrating significant national and regional demand and market price pressures.
- 4.5** All service directorates have been asked to reduce their net expenditure so that the annual budget can be balanced at the end of the year. It should not be underestimated what a challenge this will be against the background of increased demand pressures which are continuing to build across local government and increased market prices.

Table showing the revenue forecasts by Directorate

Directorate	Net Budget	Actuals to Date	Forecast	Forecast Variance	Prior Month Forecast Variance	Change in Forecast Variance
	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)
Adult Social Care and Health	151.7	79.8	154.6	2.9	3.1	(0.2)
Assistant Chief Executive	44.0	16.9	43.1	(0.9)	(1.0)	0.1
Children, Young People and Education	101.5	34.4	115.4	13.9	14.3	(0.4)
Housing	23.8	11.3	39.5	15.7	15.7	-
Resources	36.1	78.9	35.2	(0.9)	(0.6)	(0.3)
Sustainable Communities, Regeneration & Economic Recovery	75.1	27.9	78.7	3.6	3.6	-
Subtotal Service Directorates	432.2	249.2	466.5	34.3	35.1	(0.8)
Corporate Items and Funding	(70.9)	(65.3)	(72.4)	(1.5)	(1.5)	-
Total Net Expenditure Budget	361.3	183.9	394.1	32.8	33.6	(0.8)
Use of one-off corporate earmarked reserves	-	-	(13.0)	(13.0)	(13.0)	-
Revenue impact after use of corporate earmarked reserves	361.3	183.9	381.1	19.8	20.6	(0.8)

- 4.6** The Council continues to build on the improvements in financial management that were made in the last financial year. However, the Council is still on a journey of improvement, which is fully recognised within the organisation.
- 4.7** A financial assurance process and independent challenge of expenditure and income takes place. This is in addition to Cabinet and Scrutiny & Overview Committee review. The assurance meetings provide the Corporate Director of Resources (Section 151 Officer) and the Chief Executive with an opportunity to scrutinise and challenge the forecast outturn, review risks and opportunities, and ensure that savings are delivered and income targets are met. The meetings ensure the Council is doing all it can to reduce overspends and deliver a balanced budget.

Financial Recovery Plan

- 4.8** Over the summer it emerged that the Council was facing a range of budget overspend issues driven by rising costs and demand in children's social care, placements for homeless families and home to school transport for children with special educational needs and disabilities (SEND). A number of discussions and deep dives, including weekly Corporate Management Team (CMT) discussions, have taken place across all directorates around how the Council arrests the in-year overspend.

4.9 Initiatives that are being taken forward include:

- an in-depth review of children's expenditure, together with progressing a quick win approach together with the strategic delivery partner
- tightened spend control panel criteria (including the removal of previous exemptions for grant/HRA funded expenditure and qualified social worker recruitment)
- the setting up of a new agency staffing expenditure panel
- the setting up of a new contracts panel to review all current contract expenditure
- budget holder risk assessed review of all budgets to identify new potential opportunities to reduce spend or increase income
- review of all grant related expenditure to ensure we are claiming all appropriate expenditure (e.g. a proportion of management/overheads) and to consider any relaxations in grant conditions by Government departments
- review of IT and communications equipment, including looking at use of e-sims rather than separate mobile phones
- in-year recovery plans have been developed for homelessness, children's social care placements and SEND transport as detailed below.

Homelessness Financial Recovery Plan

- 4.10** Successful management of the budget pressure must be addressed in the context of increasing demand and footfall. Therefore, a key strategy is to contain the cost of rising need for temporary accommodation whilst also prioritising resources towards required service improvement by maintaining the effective demand management controls currently in place. In effect, the net rate of new placements into temporary accommodation is maintained at 12.5% (50 households per month) of presentations.
- 4.11** The shortage of accommodation options has made boroughs more reliant on expensive options such as commercial hotels. London Councils' latest borough survey shows that boroughs are collectively spending around £90m per month – approximately £3m every day, on temporary accommodation, up nearly 40% from a year earlier. Croydon has reduced, and since August 2024 stopped, use of expensive commercial hotels which is a step in the right direction but there is still more to be done to stabilise this for the rest of the financial year.
- 4.12** There are other actions being taken to increase the supply of cost-effective temporary accommodation to rehouse homeless households. This includes ongoing work to return 63 units which are currently vacant in Sycamore House back into use and due diligence underway to assess acquiring other residential units.

Children's Social Care Placements Financial Recovery Plan

4.13 The placements pressure highlighted in the monitoring position is being reviewed through a number of measures, to ensure all mitigating actions are considered to manage the in-year position and longer-term trajectory of spend. The CYPE Strategic Delivery Partner, Impower, has undertaken an in-depth analysis of CYPE expenditure, and findings from this work will now be used to create a programme of transformation. This programme will also include activity which is already underway outlined below:

- **Impower Valuing Care Approach** - a framework to better understand and respond to the specific needs and evolving outcomes of children in care, focusing on preventing unnecessary entries into care, supporting transitions from residential to family settings, and improving foster carer matching.
- **Best Value Care Panel** - this panel reviews all placements costing over £3,000 per week to ensure each one is aligned with the child's needs in the most cost-effective way possible.
- **Foster Carer Recruitment** - Foster carer recruitment efforts are being accelerated to increase the number of available foster care households and placements. This includes targeted marketing, behavioural science applications, insights from other authorities, and the use of advanced marketing tools.
- **Children Looked After (CLA) Sufficiency Strategy** - CYPE is advancing a sufficiency strategy to strengthen relationships with the care market and explore alternative placement solutions, including utilising Council-owned properties. Sites are currently under development to increase placement capacity, with more options under consideration.
- **In-Year Grant Management** - grants have been reviewed to ensure effective use.
- **Health Funding** - supported by benchmarking comparisons with other London boroughs, CYPE is engaged in negotiations with health partners to secure appropriate funding for care packages which could be jointly funded.

4.14 These initiatives represent a comprehensive, proactive approach to managing current budget challenges whilst establishing a long-term sustainable approach for placements moving forward.

SEND Transport Financial Recovery Plan

- 4.15** As part of Impower’s work with CYPE’s transformation programme, a deep dive into Travel Assistance for children with SEND has been undertaken. This work has informed the development of the SEND Transport financial recovery plan. The Impower work has identified some opportunities to deliver savings and some recommendations for how the service could continue to develop. It has found that overall the service compares well with other local authorities and many of the key areas for delivering savings and efficiencies have been tackled.
- 4.16** There are some areas across the SEND Transport system where marginal gains could be achieved in the medium term, including continuing to grow the proportion of children travelling using personal travel budgets, making the independent travel team more productive, and reducing the reliance upon taxis.
- 4.17** The SEND Transport transformation programme board is working with the SEND service to ensure that:
- parental expectation around transport is set early
 - children with transport can be reviewed on a regular basis using a needs-based approach
 - decisions about school placements take transport costs into account
 - the Travel Assistance team can get the right information at the right time to commission effectively – both for individual children, and emerging trends about cohorts with high or low levels of SEND needs.
- 4.18** There is also work underway to continue to increase local SEND school provision. The SEND Transport transformation board has developed the financial recovery plan and will oversee its delivery alongside the wider transformation programme.

DIRECTORATE VARIANCES

HOUSING

Division	Net Budget (£m)	Actuals to Date (£m)	Forecast (£m)	Forecast Variance (£m)
Housing General Fund	23.8	11.3	39.5	15.7
Total Housing General Fund	23.8	11.3	39.5	15.7

- 4.19** At period 5, the Housing directorate has a General Fund forecast overspend of £15.7m (65.9%) against the net budget of £23.8m owing to the demand pressures within temporary accommodation.

- 4.20** The demand in temporary accommodation is specifically within the nightly paid portfolio and is in line with the increasing activity experienced in the 2023-24 financial year.
- 4.21** The overspend is mainly attributable to a forecast spend of £21.5m on nightly paid accommodation against a £6.4m budget resulting in a £15.1m forecast overspend. Forecasting accuracy has been improved, and continues to be improved further, following the implementation of the NEC Housing IT system and ongoing improvements to data quality and reporting from the system. Despite prevention work, the service is experiencing an ongoing increase in demand with the number of paid units increasing by on average 50 units per month. The forecast spend is based on this level of activity continuing for the remainder of the financial year and the average cost per night continuing to rise. The average cost per night has increased to £64.19 from £56 per night in the prior year.
- 4.22** The pressure is being experienced nationally and regionally. London boroughs' published 2024-25 forecasts have reported forecast overspends in nightly rate accommodation such as Newham¹ (£32.9m), Redbridge² (£10.1m), Lewisham³ (£13m) and Hackney⁴ (£19.5m). Westminster⁵ reported a 2023-24 revenue outturn overspend in TA of £25.4m, with a 31% increase in activity from 2021-22 Quarter 1 to 2023-24 Quarter 4.
- 4.23** The Concorde Sycamore Windsor (CSW) portfolio is maintaining a forecasted £1.6m pressure. This could be reduced if the Sycamore building becomes operational within this financial year.
- 4.24** The bad debt provision forecast has been increased by an additional £1.5m in this financial year. This is a prudent approach until such time as the data cleansing work and debt recovery and bad debt write offs work is completed. This project is yet to be instigated as other projects are higher priority hence the prudent assumption within the forecast.
- 4.25** The pressures are partially offset by an additional £1.9m additional Homelessness Prevention Grant (HPG) and £0.4m underspend forecast on the smaller portfolios within temporary accommodation.

Other Temporary Accommodation Pressures

¹ Quarter Two 2024/25 Budget Monitoring and Review [Agenda for Cabinet on Tuesday 15th October 2024, 10.30 a.m.](#)

² Budgetary Control Report for Month 2 [Cabinet - Thursday, 18th July, 2024 7.15 p.m. \(redbridge.gov.uk\)](#)

³ Period 4 monitoring report [Lewisham Council - Agenda for Mayor and Cabinet on Wednesday, 23rd October, 2024, 6.00 pm](#)

⁴ 2024/25 Overall Financial Position Report - August 2024 [Agenda for Cabinet on Monday 28 October 2024, 6.00 pm](#)

⁵ 2023/24 Revenue and Capital Outturn and Statement of Accounts [Agenda for Cabinet on Monday 15th July, 2024, 6.30 pm | Westminster City Council \(modern.gov.co.uk\)](#)

Income

- 4.26** The Housing Benefit (HB) subsidy received from the Department for Work and Pensions (DWP) for temporary accommodation is frozen at 90% of the Local Housing Allowance (LHA) in 2011 and has not been increased since. This inherent gap between the accommodation costs, which have increased since then, and HB income remains significant for provision of temporary accommodation.
- 4.27** In addition, there is a pressure within the housing budget owing to temporary accommodation management fees of £40/week/unit which are no longer recoverable through Housing Benefit (HB) subsidy from DWP. The HB subsidy ended in 2017 with the introduction of the Homelessness Prevention Grant (HPG) which Government deemed to be a better means for Local Authorities to manage its temporary accommodation pressures. The Homelessness Prevention Grant (HPG) allocation is already fully used to cover homelessness and temporary accommodation pressures.

Demand

- 4.28** There has been a concerted effort to hold homelessness accommodation costs down across London through partnerships with organisations like Capital Letters and via the agreed Pan-London temporary accommodation rates. The rates can no longer be contained though as demand outweighs available affordable supply. At a Pan London meeting, all boroughs confirmed that they are no longer paying the agreed Pan London rates to ensure they meet their demand challenges.
- 4.29** Croydon has experienced an increase in both the average cost of nightly paid and temporary accommodation and has had to meet these costs to secure units. The cost of temporary accommodation has increased by circa 25% across London councils in the past year and Croydon is experiencing landlords exiting this market and choosing to rent to private tenants. Recent reporting indicated that in the first quarter of 2023 there were 41% fewer London rental properties available than pre-pandemic averages, and this continues to impact on the ability to secure size and quality appropriate properties for residents.

Risks

- 4.30** The service is managing the situation, and potential increase in temporary accommodation requirements, of a cohort of tenants at risk of eviction from their supported accommodation. Changes to the payment of housing benefit to new tenants within the unit has led to a provider serving notice on all of its current tenants, potentially impacting 80 residents.
- 4.31** There is an ongoing potential financial risk from the fire at Sycamore House in Thornton Heath, it is dependent on the settlement of the insurance claim. This risk was provided for in the 2022-23 accounts. However, if there is any difference from the estimated reimbursement of 70% of costs from the insurers, this would be an extra charge or

benefit when settled. Costs relating to this risk continue to be forecasted within the 2024-25 forecast.

- 4.32** NEC system functionality phase 2 implementation delays. Although the system went live in June 2023, the full functionality in relation to the interfacing with the Oracle financial system is still ongoing and therefore we continue to manually forecast income from placements in nightly paid accommodation.

Opportunities

- 4.33** Housing will continue to ensure the use of ringfenced Household Support Fund, Rough Sleeping initiative grants, and asylum seeker & refugee grant funding within the grant terms and to maximise the mitigating effect on general fund spend. This includes supporting households that are in rent arrears.
- 4.34** There are opportunities being investigated as a result of the allocation from the third round of the Local Authority Housing Fund (LAHF R3) with £8m of capital funding available to Croydon to deliver 38 homes across 2024-25 and 2025-26. The intention will be to also secure alternative accommodation that is coming on stream for placing homelessness clients and reduce the reliance on expensive nightly paid accommodation in 2024-25.
- 4.35** The ongoing cultural changes within Housing and the impact of restructure changes for Housing Needs is leading to a more cohesive journey for a homeless household. The financial benefits are expected to continue to be realised in the longer term from better practice resulting in reduced spend on homelessness and management of demand.

CORPORATE ITEMS AND FUNDING

Area of Spend	Net Budget (£m)	Actuals to Date (£m)	Forecast (£m)	Forecast Variance (£m)
Inflation Budget	2.5	-	8.0	5.5
Risk Contingency Budget	5.0	-	-	(5.0)
Transformation Programme	5.0	-	3.0	(2.0)
Other corporate items	(83.4)	(65.3)	(83.4)	-
Total Corporate Items and Funding	(70.9)	(65.3)	(72.4)	(1.5)

- 4.36** At period 5, the Corporate directorate has a General Fund forecast underspend of £1.5m against a net budget of (£70.9m). There is a £2m forecast underspend in the transformation programme budget and the risk contingency budget of £5m is partially offsetting estimated inflation pressures of £5.5m.

- 4.37** The corporate area holds funding streams such as Council Tax, retained share of Business Rates and Core Grants. The corporate budget also holds the Council-wide risk contingency budget (£5m) and the budgets for borrowing and interest received.
- 4.38** The corporate area holds the central budget for pay and non-pay inflation. The 2024-25 budget agreed by Full Council was £18.183m which was notionally seen as an estimated 4% pay award of £6.4m with £11.783m funding for non-pay inflation (refer para 5.6 of the budget report at [Appendix G - Budget Report - Cabinet.pdf \(croydon.gov.uk\)](#)).
- 4.39** The pay inflation requirement will not be fully known until the National Joint Council (NJC) negotiations on the 2024-25 pay award are finalised later in the year. The Joint Negotiating Committee for Chief Officers of Local Authorities agreed in July a 2024-25 pay award of 2.50% on the individual basic salaries of Chief Officers.
- 4.40** Cabinet approved, through the Period 3 report, an allocation to service directorates of £15.694m budget for non-pay inflation which leaves budget of £2.489m remaining centrally. Depending on the final pay award there could be a corporate overspend pressure in 2024-25, currently estimated at £5.5m. This will be updated once the pay award is known and allowance will be made in the 2025-26 budget to compensate corporate for any final budget pressure.
- 4.41** The corporate area funds redundancy, severance and pension strain costs which contribute to achieving General Fund MTFs savings. There may be a pressure in 2024-25 from this area of costs owing to the implementation of staffing savings.
- 4.42** The corporate area also holds the 2024-25 Transformation budget of £5m, which funds work carried out in directorates and cross-Council to achieve MTFs savings and improve services for local residents and businesses. There is budget of £2m which will not be allocated in 2024-25 providing an underspend. It is expected that any underspend against allocations in 2024-25 would be carried forward in an earmarked reserve to fund projects which are being delivered over multiple financial years.

Collection Fund

- 4.43** The table below shows a summary of the Council Tax annual income estimated in the 2024-25 budget agreed by Full Council in March, the updated billing amount following changes in the Council Tax Base during the year (net collectable debit) and the expected Council Tax net collectable debit at year end.

Total Council Tax income (for Council and Government bodies)	Annual Net Collectible Debit (NCD) at budget setting (£m)	Revised Annual NCD at current period (£m)	Forecast Annual NCD at year end (£m)	Variance Forecast Against Budget (£m)	Variance Forecast Against Budget (%)
Council Tax	332.7	333.5	332.7	-	-

4.44 When the budget was set it was assumed that we would collect 97.5% of the £332.7m NCD, this is budgeted income equal to £324.38m. We are currently forecasting to collect 94.26% or £313.6m in this financial year, and £6m in Council Tax arrears for previous years, total forecast income collected in 2024-25 of £319.6m. The remaining £4.78m will be collected in future years.

4.45 Council Tax income is collected for the Council, the Greater London Authority (GLA) and to pay levies to the London Pensions Fund Authority (LPFA), Lee Valley Regional Park Authority and the Environment Agency.

4.46 The table below shows the performance to date on collecting Council Tax income.

Council Tax Income Target (NCD) to date (£m)	Council Tax Income Collection to date (£m)	Council Tax Income Target to date (%)	Council Tax Income Collection to date (%)	Council Tax Income Collection to date variance (%)
146.61	145.74	43.95	43.69	(0.26)

4.47 The end of August collection target is 43.95% and collection to date is 43.69%, which is 0.26% behind the target which equates to £0.867m. The collection percentage has improved from being 0.50% behind the target at the end of July.

The annual Single Person Discount review is being carried out during September and October and expect that this will affect collection owing to removal of discounts and re-billing of the affected Council Tax accounts.

4.48 Business Rates income is collected for the Council (retained share), the GLA and the Government. The Business Rates Supplement is collected to fund the Cross-Rail development in London. The Council acts as an administrator for Business Rates with the level of rates for businesses set by the national Valuation Office Agency.

4.49 The table below shows the performance to date on collecting Business Rates income.

Business Rates Income Target (NCD) to date (£m)	Business Rates Income Collection to date (£m)	Business Rates Income Target to date (%)	Business Rates Income Collection to date (%)	Business Rates Income Collection to date variance (%)
60.4	62.0	48.25	49.52	1.27

4.50 Business rates collection target as at the end of August is 48.25% and actual collection is 49.52% which is 1.27% above the collection target.

4.51 There is a funding risk in the Collection Fund if the growth in Council Tax properties is not as high as budgeted, and similarly if there is a decline in the number (or level of rates) of Business Rates premises.

4.52 There is also a funding risk in the Collection Fund if cost of living pressures impact the collection of Council Tax and Business Rates income, and/or increase the levels of claimants for Council Tax Support. The impact of the Council Tax increase is partially

mitigated through the Council Tax Hardship Fund (supporting low income households that cannot afford to pay their full increase in Council Tax).

Treasury Management

- 4.53** The table below shows the position on the Council's interest payable on external debt (borrowing) and interest receivable on cash and cash equivalent balances (primarily interest received on immediately accessible money market funds).

General Fund Interest Type	2024-25 Budget (£m)	2024-25 Forecast (£m)	2024-25 Forecast Variance (£m)
Interest payable cost	34.3	35.8	1.5
Interest receivable income	(2.6)	(2.6)	-

- 4.54** There is interest uncertainty from potential changes in interest rates and the timing of capital receipts from asset disposals. The current forecast overspend in interest cost is being offset in the corporate area through miscellaneous income and underspends in supplies and services.

Transformation Programme

- 4.55** The Transformation Programme has £16.1m of resources allocated to it, consisting of £5m base revenue budget and £11.1m earmarked reserve.

- 4.56** In total there is currently £12.3m of the Transformation Programme budget allocated with £3.7m unallocated to date. Of this £3.7m unallocated to date, at least £2.0m of budget will not be allocated in 2024-25 to contribute an underspend towards the Council's overall position. The Transformation Programme will provide a return on investment through service improvement benefits and the identification and delivery of savings for the MTFs, providing a significant level of savings towards the savings required from 2025-26 onwards. An internal audit has been commissioned to assure the Council that the transformation programme is being monitored and delivered in line with best practice.

Transformation Plan and Council Improvement Plan Allocations

Project	Service Area	Slippage from 2023-24 (£m)	2024-25 New Allocation (£m)	2024-25 Total Allocation (£m)	Actuals to Date (£m)	Forecast Spend (£m)	Forecast Variance (£m)
Transformation Revenue Budget		-	5.000	5.000			
Transformation Reserve Funding		5.240	5.812	11.052			
Total Transformation Funding		5.240	10.812	16.052			

Project	Service Area	Slippage from 2023-24 (£m)	2024-25 New Allocation (£m)	2024-25 Total Allocation (£m)	Actuals to Date (£m)	Forecast Spend (£m)	Forecast Variance (£m)
Transformation Plan							
Croydon Campus	Council-wide (Resources)	0.018	-	0.018	0.010	0.018	-
Asset Rationalisation	Resources	0.125	-	0.125	-	0.125	-
Strategic Operating Model Design Partner for Adult Social Care and Health	ASCH	0.972	0.532	1.504	0.650	1.504	-
Strategic Operating Model Design Partner for Children, Young People and Education	CYPE	-	1.159	1.159	0.244	1.159	-
A Customer First Programme	ACE	-	0.639	0.639	-	0.639	-
Target Operating Model	ACE	-	1.800	1.800	0.350	1.800	-
Transformation PMO	Council-wide (ACE)	0.005	1.100	1.105	0.609	1.105	-
Council Improvement Plan							
Parking Policy Review	SCRER	0.081	-	0.081	-	0.081	-
Community Hubs Programme	SCRER	0.249	-	0.249	0.027	0.249	-
HR Transformation	ACE	0.015	-	0.015	0.045	0.015	-
Digital & Resident Access Review/Digital Workforce	ACE	0.049	-	0.049	0.059	0.049	-
Passenger/SEND Transport Transformation	SCRER	0.080	-	0.080	0.004	0.080	-
Corporate Parenting Transformation	CYPE	0.335	0.700	1.035	0.113	1.035	-
Dynamic Purchasing System	Housing	0.047	-	0.047	0.085	0.047	-
Calleydown Transformation	CYPE	0.134	-	0.134	0.003	0.134	-
Joint Funding Arrangements	CYPE	0.110	-	0.110	-	0.110	-
Income & Debt Review	Resources	0.035	-	0.035	-	0.035	-
Customer Access Review	Council-wide (ACE)	0.083	-	0.083	0.064	0.064	(0.019)
Building Control Transformation	SCRER	0.387	-	0.387	0.077	0.200	(0.187)

Project	Service Area	Slippage from 2023-24 (£m)	2024-25 New Allocation (£m)	2024-25 Total Allocation (£m)	Actuals to Date (£m)	Forecast Spend (£m)	Forecast Variance (£m)
Planning & CIL Transformation	SCRER	0.216	-	0.216	(0.017)	0.216	-
Housing Needs Restructure	Housing	0.080	-	0.080	0.484	0.080	-
Temporary Accommodation Case Review	Housing	0.451	0.026	0.477	-	0.477	-
Housing Occupancy Checks	Housing	0.048	-	0.048	0.135	0.048	-
Rent Accounts and Data Cleanse	Housing	0.026	(0.026)	-	-	-	-
Housing Association Recharges	Housing	0.059	-	0.059	-	0.059	-
Supported Housing Review	Housing	0.062	-	0.062	-	0.062	-
Adult Social Care Transformation	ASCH	0.372	0.368	0.740	-	0.740	-
Business Intelligence Review	Council-wide (Resources)	0.026	-	0.026	-	0.026	-
Community Equipment Service	Council-wide (ASCH)	0.087	0.100	0.187	0.156	0.187	-
Croydon Museum	SCRER	0.170	-	0.170	0.009	0.170	-
Oracle Improvement Programme	Council-wide (Resources)	0.566	-	0.566	0.354	0.566	-
SCRER Business Improvement Team	SCRER	0.349	-	0.349	0.028	0.349	-
Procurement and Contract Management Improvement	RES	-	0.686	0.686	0.046	0.686	-
Total Revenue Budget and Reserves Allocated to Date		5.236	7.083	12.319	3.532	12.113	(0.206)
Unallocated To Date				3.733			

Savings

4.57 The 2024-25 budgets include a challenging new savings target for services of £23.7m. Together with slippage of £4.0m from 2023-24, the total savings target is £27.7m. The forecast achievement of savings is £21.9m (79.1%). Directorates have identified risks to achievement of individual savings and have made plans to mitigate these risks, or identify alternative savings, if possible.

Table showing 2024-25 forecast savings achievement by directorate

2024-25						
Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings achievable £'000	Savings slippage £'000	Not yet evidenced or (over delivery)	
Adult Social Care & Health	-	5,000	5,000	-	-	
Assistant Chief Executive	653	4,832	4,332	450	50	
Children, Young People & Education	2,262	5,234	2,547	142	2,545	
Housing	-	1,989	1,989	-	-	
Resources	315	6,987	6,502	-	485	
Sustainable Communities (SCRER)	225	1,644	1,310	334	-	
Cross-Directorate / Corporate	500	2,000	250	-	1,750	
Total	3,955	27,686	21,930	926	4,830	

Savings achievement not yet evidenced

- 4.58** Assistant Chief Executive: The Workforce restructure saving of £0.500m is linked to the End User Service re-procurement and subsequent service transformation. £0.35m will be achieved in 2025-26 when the current contract extension expires, with a further £0.1m achievable in 2026-27. The service is currently working on identifying the £0.05m balance of the savings.
- 4.59** Children, Young People & Education: There are savings of £2.545m which have not been evidenced to date:
- Reduce spend on placements for looked after children (LAC) - £0.905m not yet evidenced.
 - £0.330m new savings in 2024-25 plus slippage of £1.715m from 2023-24.
 - £1.140m of this saving has been achieved to date.
 - Children's Social Care has set up a Best Value Review Panel for high cost placements. This is achieving reductions in cost through re-assessment of needs and identifying the most cost effective way of meeting these needs. The service is also working in partnership with the Strategic Delivery Partner (Impower) to identify quick wins to achieve the remaining savings target in 2024-25.
 - Reduce spend on placements for looked after children (LAC) - £0.9m not yet evidenced.
 - £900k new savings target in 2024/25 linked to corporate parenting transformation and reduction in placement spend through use of in house fostering.

- The service is working in partnership with the Strategic Delivery Partner (Impower), fostering is a key element of this review and will help to deliver this target in the longer term.
- NHS funding / Joint funding arrangements - £0.740m not yet evidenced
 - This is related to the potential to realise increased funding from the Integrated Care Board (ICB) for packages of care and support and specialist placements.
 - Consists of £0.490m slippage from 2022-23 plus an additional saving in 2024-25 of £0.250m.
 - Detailed analysis of the spend on health and care for children in the social care system and in schools was undertaken in 2021-22 to inform a more proportionate allocation of costs across the Council and the NHS. However, it has proved challenging to reach agreement on increased health contribution to placement and care package costs.

4.60 Resources: There are £0.485m savings that have not been evidenced to date.

- Review of document storage £0.01m and the review of postage and mail scanning across the Council £0.030m are both linked to a Council wide review currently underway.
- Review departmental location of Education Capital Delivery Team £0.114m - The Education Capital Delivery Team was transferred from the Housing Directorate to the Commercial Investment & Capital Division in Resources in 2023-24. £0.136m of this saving has been achieved as a result of the move. The remainder of the saving remains unevidenced to date.
- Increasing advertising income from Council assets and property £0.05m – project has been handed to the Acting Head of Commercial Development to progress.
- Reduce spend on external solicitors £0.281m – At least half of this is expected to be delivered by year end. The Finance and Legal teams are working together to evidence and monitor progress to target.

4.61 SCRER: There is forecast savings slippage of £0.334m owing to a delay in implementing the new parking policy caused by the pre-election periods.

4.62 Cross-Directorate: There are £1.750m savings that have not been evidenced to date.

- Customer access (council wide) £1.500m – an initial list of potential savings opportunities has been compiled with the support of an external consultancy firm and directorates are analysing which of these opportunities can be implemented.
- Consider new structures through layers and spans review £0.250m - initial scoping work has been completed including suggestions and options for

potential centralisation efficiencies to reduce potential duplication of functions across the Council.

Reserves

- 4.63** There are no budgeted contributions to, or drawdowns from, the General Fund balances of £27.5m in 2024-25. General Fund balances serve as a cushion should any overspend remain at the end of 2024-25. The use of General Fund balances to support the budget is not a permanent solution and must be replenished back to a prudent level in subsequent years if used.

General Fund Balances	Forecast (£m)
Balance at 1 April 2024	27.5
Forecast Contribution to/(Drawdown from) Balances	-
Forecast Balance at 31 March 2025	27.5

- 4.64** The current forecast position for the Council as a whole utilises £13.0m of one-off corporate earmarked reserves (e.g. demographic demand, recharges and fair funding reserves), which do not impact the General Fund balances. However, these earmarked reserves are funding 2024-25 service expenditure overspends which need to be reduced before 2025-26 and/or funded through permanent growth budget in 2025-26 budget setting to set a balanced budget for 2025-26.
- 4.65** Furthermore, the forecast overspend remaining after the use of one-off corporate earmarked reserves would require funding from General Fund balances and/or other earmarked reserves if these overspends are not eliminated by the end of 2024-25.

HOUSING REVENUE ACCOUNT (HRA)

- 4.66** At period 5, the HRA is forecasting a revenue overspend of £8.0m, an increase of £6.0m from period 4. A drawdown from HRA reserves will be required to cover the overspend.
- 4.67** The £6.0m increase relates to an increase in forecast spend in key areas of repairs in line with the significant demand highlighted in period 4 relating to voids and damp and mould. There has been close monitoring of disrepair and responsive void repairs activity which indicates a level of spend higher than budget for the full year of between £6m to £9m. The forecast assumes these higher levels of activity will continue throughout the year and, therefore, result in spend above the originally budgeted levels.
- 4.68** The other £2.0m forecast overspend, already reported in Period 4, relates to corporate overhead recharges following a refresh of the charging model in line with

the Service Reporting Code Of Practice (SERCOP) For Local Authorities. The new modelling has resulted in a recharge to the HRA which is higher than had been budgeted for.

Damp and Mould

- 4.69** The damp and mould repairs budget is an area of activity which is under considerable strain, with overcrowding being sighted as a significant element driving the issues and the requirement for treatments. Training with the housing tenancy team has been arranged so that we can also address the issues directly with tenants to raise awareness with them.
- 4.70** The Council continues to be held to account through the changes in the Social Housing (Regulation) Act 2023 and the requirement to provide services to tenants. The new rules form part of the tenancy agreement, so residents can hold landlords to account if they fail to provide a 'decent' home. Legislation includes provisions which will require the Council to investigate hazards and fix repairs including damp and mould in their properties within strict new time limits or rehouse residents where a home cannot be made safe.

Voids

- 4.71** Voids repairs is experiencing significant demand. The recorded volume and the costs of the repairs are higher than what was initially budgeted for. Approximately 60% of the voids are of a major cost nature with an average cost of £1,300 against the original budget allocated of £600 per void clearance.

Disrepair

- 4.72** Legal disrepair volumes continue to be a challenge operationally and financially. The service has proposed a plan to clear the disrepair backlog by 31 March 2025 and the details were set out in the separate Repairs Contract Update paper presented to Cabinet in February 2024. The number of claims we are receiving has increased from an average of 30 to now 45 new claims per month. Increased legal work created by lawyers who specialise in bringing cases seeking damages ("no win no fee") increases legal costs and delays for tenants. The Housing Team and Legal Team continue to work together to reduce the backlog and actions required to close out new claims.

Repairs

- 4.73** Communal repairs and estate inspections have identified that the areas around the communal blocks have had under investment. Therefore, the current budget of £1.0m is under pressure given the level of activity that the caretakers and inspectors are presenting as required works. The estate environment requires further

investment. Data is being collated to determine what work plans and corresponding budgets are required to address the issues that are being identified. The Council is committed to ensuring it is meeting its requirements as a landlord.

- 4.74** The stock condition surveys are continuing and the outcomes will be used to model the future years' budgets as the level of the major repairs and maintenance programme required is established. These capital improvements should reduce the level of responsive repairs over the medium term.

Control framework

- 4.75** The service team have been mitigating the position by way of implementing new controls and are currently analysing activity for the year to date and whether the new controls are having the desired effect. The analysis will continue throughout the year and will be reflected in the forecasting. Implemented controls include:

- The NEC system allows management of the budget per individual line of activity with a budget set on NEC that cannot be exceeded and no payments can be made without any increase to the budget prior to any new orders being raised. Manager approval is required to increase a budget.
- A Review Panel has been established which reviews any quotes for works over a value of £5,000. They must be presented to the panel and approval sought prior to the works order being raised.
- A review and approval from the Housing Directorate Management Team will be sought for works on an individual property in excess of £40,000 to allow consideration of value for money and to ensure that there is a link being made to regeneration projects and any other cross-Council projects.

Staffing and other

- 4.76** A breakeven forecast position at period 5, acknowledging that additional budget was allocated in 2024-25 to meet known pressures while structural changes are being implemented within the directorate.

Table showing the 2024-25 HRA forecast

Description	Net Budget (£m)	Actuals to Date (£m)	Forecast (£m)	Forecast Variance (£m)
Rental Income	(88.4)	(37.6)	(88.4)	-
Service Charge Income	(5.0)	(2.1)	(5.0)	-
Concorde, Sycamore & Windsor (rental income for Temporary Accommodation provision)	(3.6)	(1.1)	(3.6)	-
Other Income	(6.0)	(1.5)	(6.0)	-
Subtotal Income	(103.0)	(42.3)	(103.0)	-
Housing Capital Charges	39.2	-	39.2	-

Responsive Repairs & Safety	25.8	14.7	31.8	6.0
Centralised Directorate expenditure	11.5	1.8	13.5	2.0
Tenancy & Resident Engagement	11.8	3.1	11.8	-
Tenant Support Services	7.9	2.2	7.9	-
Concorde, Sycamore & Windsor expenditure	3.6	1.1	3.6	-
Asset Planning	1.9	0.8	1.9	-
Capital Delivery (Homes & Schools)	1.3	0.6	1.3	-
Subtotal Expenditure	103.0	24.3	111.0	8.0
Total HRA Net Expenditure	-	(18.0)*	8.0	8.0

* Note that no actuals for Housing Capital Charges have been posted as these journals are carried out at year end.

4.77 Risks

- A fire at a property in Upper Norwood on 27 July resulted in the requirement to decant all nine dwellings within the block. All residents are tenants and were decanted to nearby hotels. Tenants remain in hotels in August and the costs will continue until alternative permanent transfers can be made. The insurance excess is £500k, therefore, the cost will be met from the HRA revenue budget in the first instance and only after costs exceed that value can an insurance claim be made. The building was being monitored for subsidence prior to the fire and a decision now needs to be made as to its long term future.
- NEC system functionality phase 2 implementation delays:
 - although the system went live in June 2023, the full functionality in relation to the interfacing with the Oracle financial system is still ongoing and, therefore, we continue to manually forecast some elements.
- Repairs and maintenance:
 - void and disrepair costs running at a value that is higher than the original budgeted amounts.
 - ongoing settlement of disrepair cases and related legal fees.
- Tenancy and income:
 - loss of income owing to void (empty) residential properties and garages.
 - cost of living pressures could result in increases in bad debt and default on rental payments.
- Recharge review:
 - as the service reviews all the service level agreements (SLAs) with General Fund services, this could result in an increase to charges to the HRA.

Capital Programme and Financial Sustainability

- 4.78** The Capital strategy and programme was approved by Council in March 2024. This recognised the complex and challenging financial and operational circumstances in which the Council continues to operate. It continues to show a 2024-25 Capital Programme that is reduced in scale and cost compared to previous years. With circa £1.4bn of General Fund debt and an environment of higher interest rates, the delivery of an effective Asset Management Plan and an ambitious Asset Disposal Strategy, including reducing the number of buildings used by the Council, will be essential to mitigate rising cost pressures, reduce the overall debt burden and help the Council to balance its books.
- 4.79** The strategy reflects the progress made to date by the Council to improve the governance and financial management of the Capital Programme following recommendations from the two Reports in the Public Interest (RIPI) issued in October 2020 and January 2022. The Council understands that the improvements put in place are the foundations of good practice and is focused on building upon these over the coming months and years.
- 4.80** Concerns were highlighted regarding value for money and investment decisions as the Council has incurred debt in investing in assets which have not retained their value and, therefore, the level of debt exceeds the value of the investment assets, e.g. Fairfield Halls, Croydon Park Hotel and the Colonnades. This includes the debt write-off against loans historically given to Brick By Brick.
- 4.81** In the three years between 2017-20 the Council borrowed £545m with no focused debt management plan in place. The majority of this debt comprises short-term borrowings which has left the Council exposed to current higher interest rates. The debt is anticipated to be refinanced in 2024 onwards and, therefore, likely to drive significant increases in annual repayment levels.
- 4.82** An estimated £66m per annum is required to service this debt from the General Fund which represents around 19% of the Council's net budget. As at the end of 2021-22, data from the Office for Local Government (OFLOG) confirmed that the cost of servicing Croydon's debt, at 16% of core spending power, was double that for the median English authority. The Council's historic legacy borrowing and debt burden is, therefore, critical to the non-sustainability of the Council's revenue budget.
- 4.83** The Council has concluded that the expenditure it is anticipated to incur in each year of the period of 2024-28 is likely to exceed the financial resources available and that reaching financial and operational sustainability without further Government assistance will not be possible. The Council's 2024-25 budget required capitalisation

directions from Government of £38m to balance and the MTFS demonstrated a continuing estimated budget gap of £38m per annum in future years.

4.84 It must be noted that annual capitalisation directions (transferring revenue cost into capital cost which must be funded over 20 years) increases the Council’s debt burden (each £1m of capitalisation adds £67k per annum revenue cost). Also capital receipts from the Asset Disposal Strategy are being used to fund the ongoing capitalisation directions and, therefore, the Council is not able to reduce its existing historic debt (a situation of “treading water”).

4.85 Therefore, a request was made to MHCLG in January 2023 for Government funding to write-off £540m of the Council’s General Fund debt. Dialogue with MHCLG continues around a wider range of options of further financial support from Government in regard to the level of historic legacy structural indebtedness to ensure the Council can deliver sustainable Local Government services.

General Fund Capital Programme

4.86 The 2024-25 capital budget agreed at the Council budget meeting in March 2024 was £90.3m for the General Fund. Following changes agreed by Cabinet through the Period 2 and Period 3 reports (including slippage and addition of Reconnecting Croydon and the Oracle Improvement Programme), the current revised budget is £118.5m.

4.87 At period 5, the General Fund capital programme has a forecast underspend of £18.8m (15.9%) against the revised budget of £118.5m.

Table showing 2024-25 General Fund Capital Programme budget and forecast

General Fund Capital Scheme	2024-25 Revised Budget	2024-25 Actuals to Date	2024-25 Forecast	2024-25 Forecast Variance
	(£000’s)	(£000’s)	(£000’s)	(£000’s)
My Resources Interface Enhancement	87	-	87	-
Network Refresh	874	25	874	-
Tech Refresh	277	62	277	-
Geographical Information Systems	209	40	226	17
Laptop Refresh	3,605	191	3,455	(150)
Cloud and DR	407	77	-	(407)
Synergy Education System	462	(4)	462	-
NEC Housing System	507	(38)	507	-
Public Switched Telephone Network Digital Migration Phase 1	523	53	305	(218)
Subtotal Assistant Chief Executive	6,951	406	6,193	(758)
Children Home DFE	279	-	279	-
Woodlands Family Hub	95	116	95	-
Subtotal CYPE	374	116	374	-

Disabled Facilities Grant	3,777	593	3,000	(777)
Empty Homes Grants	150	69	150	-
Subtotal Housing	3,927	662	3,150	(777)
Asset Strategy - Stubbs Mead	150	-	150	-
Asset Strategy Programme	113	19	113	-
Clocktower Chillers	367	9	367	-
Corporate Property Maintenance Programme	2,000	225	2,000	-
Fairfield Halls - Council	500	13	600	100
Fieldway Cluster (Timebridge Community Centre)	248	-	248	-
Oracle Improvement Programme	4,419	-	4,419	-
Contingency	1,000	-	1,000	-
Education - Fire Safety	203	-	203	-
Education - Fixed Term Expansions	26	-	26	-
Education - Major Maintenance	3,703	475	3,703	-
Education - Miscellaneous	777	26	777	-
Education - Permanent Expansion	1,340	6	1,340	-
Education - SEN	4,260	123	4,260	-
Subtotal Resources	19,106	896	19,206	100
Ashburton Park Heritage Fund	241	156	241	-
Cashless Pay & Display	1,463	-	722	(741)
Grounds Maintenance Insourced Equipment	1,556	-	1,556	-
Waste and Recycling Investment	1,600	-	1,600	-
Highways	9,147	2,475	9,147	-
Highways - Department for Transport (DfT)	764	129	764	-
Highways - bridges and highways structures	2,663	180	2,663	-
Highways - flood water management	435	20	435	-
Highways - Tree works	30	83	30	-
Local Authority Tree Fund	67	-	67	-
Trees Sponsorship	25	4	25	-
Park Asset Management	1,295	248	1,295	-
Parking	1,002	180	559	(443)
Sustainability Programme	547	18	547	-
Central Library Digital Discovery Zone	175	-	175	-
Libraries Investment - General	1,608	3	1,608	-
New Investment to South Norwood Library	520	-	520	-
Leisure centres equipment Contractual Agreement	74	-	74	-
Safety - digital upgrade of CCTV	1,532	24	1,532	-
Tennis Court Upgrade	137	73	137	-
Electric Vehicle Charging Point (EVCP)	392	-	207	(185)
Growth Zone	11,942	54	3,562	(8,380)
Kenley Good Growth	111	11	111	-
South Norwood Good Growth	676	12	676	-
Local Implementation Plan (LIP)	7,387	82	1,580	(5,807)
Reconnecting Croydon	4,755	-	2875	(1,880)
Walking and Cycling Strategy	36	-	54	18

Subtotal SCRER	50,180	3,752	32,762	(17,418)
Capitalisation Direction	38,000	-	38,000	-
Subtotal Corporate Items and Funding	38,000	-	38,000	-
Total General Fund Capital	118,537	5,832	99,685	(18,853)

Table showing 2024-25 General Fund Capital Programme Financing

General Fund Capital Financing	2024-25 Revised Budget	2024-25 Forecast	2024-25 Forecast Variance
	(£000's)	(£000's)	(£000's)
Community Infrastructure Levy (CIL)	6,600	6,600	-
CIL Local Meaningful Proportion (LMP)	2,155	2,155	-
Section 106	1,240	156	(1,084)
Grants & Other Contributions	27,416	21,422	(5,994)
Growth Zone	11,942	3,562	(8,380)
HRA Contributions	330	330	-
Capital Receipts	57,394	57,394	-
Transformation	530	530	-
Reserves	3,889	3,889	-
Borrowing	7,041	3,647	(3,395)
Total General Fund Financing	118,537	99,685	(18,853)

HRA Capital Programme

4.88 At period 5, the HRA capital programme has a forecast underspend of £8.3m (14.6%) against the revised budget of £57.2m.

The HRA budget for 2024-25 and the HRA business plan has taken account of ongoing pressures and priorities. Stock conditions surveys have been commissioned to identify the level of historic legacy major repairs and maintenance to be programmed into the future years' budgets and these capital improvements should reduce the level of responsive repairs over the medium to long term.

There are pressures relating to damp and mould related repairs and historic legacy legal disrepair and void cases where significant updating to properties is occurring.

Table showing 2024-25 HRA Capital Programme budget and forecast

HRA Capital Scheme	2024-25 Revised Budget	2024-25 Actuals to Date	2024-25 Forecast	2024-25 Forecast Variance
	(£000's)	(£000's)	(£000's)	(£000's)
Major Repairs and Improvements Programme	20,535	3,599	20,535	-

HRA Capital Scheme	2024-25 Revised Budget	2024-25 Actuals to Date	2024-25 Forecast	2024-25 Forecast Variance
	(£000's)	(£000's)	(£000's)	(£000's)
Chertsey Crescent	1,243		1,243	
Dartmouth House	2,252		2,021	(231)
NEC Housing System	-	-	-	-
Regina Road	14,105	124	6,000	(8,105)
Building Safety Works	10,500	-	10,500	-
Repairs Referrals	8,600	787	8,600	-
Total HRA Capital	57,235	4,510	48,899	(8,336)

Table showing 2024-25 HRA Capital Programme Financing

HRA Capital Financing	2024-25 Revised Budget	2024-25 Forecast	2024-25 Forecast Variance
	(£000's)	(£000's)	(£000's)
Major Repairs Reserve (MRR)	14,729	14,729	-
Revenue	12,196	12,196	-
Other Reserves	28,170	19,834	(8,336)
Right To Buy (RTB) Receipts	2,140	2,140	-
Total HRA Capital Financing	57,235	48,899	(8,336)

5 ALTERNATIVE OPTIONS CONSIDERED

5.1 None.

6 CONSULTATION

6.1 None.

7. CONTRIBUTION TO COUNCIL PRIORITIES

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

8. IMPLICATIONS

8.1 FINANCIAL IMPLICATIONS

- 8.1.1** Finance comments have been provided throughout this report.
- 8.1.2** The Council continues to operate with internal spending controls to ensure that tight financial control and assurance oversight are maintained. A new financial management culture is being implemented across the organisation through increased communication on financial issues and training for budget managers.
- 8.1.3** There are no budgeted contributions to, or drawdowns from, the General Fund balances of £27.5m in 2024-25. General Fund balances serve as a cushion should any overspend remain at the end of 2024-25. The use of General Fund balances to support the budget is not a permanent solution and must be replenished back to a prudent level in subsequent years if used.
- 8.1.4** The current forecast position for the Council as a whole utilises £13.0m of one-off corporate earmarked reserves, which do not impact the General Fund balances. However, these earmarked reserves are funding 2024-25 service expenditure overspends which need to be reduced before 2025-26 and/or funded through permanent growth budget in 2025-26 budget setting to set a balanced budget for 2025-26.
- 8.1.5** Furthermore, the forecast overspend remaining after the use of one-off corporate earmarked reserves would require funding from General Fund balances and/or other earmarked reserves if these overspends are not eliminated by the end of 2024-25.
- 8.1.6** The Council's historic legacy borrowing and debt burden continues to be critical to the non-sustainability of the Council's revenue budget. Dialogue with MHCLG continues around options of further financial support from Government in regard to the level of structural indebtedness to ensure the Council can deliver sustainable Local Government services.

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

8.2 LEGAL IMPLICATIONS

- 8.2.1** The Council is under a statutory duty to ensure that it maintains a balanced budget and to take any remedial action as required in year.
- 8.2.2** Section 28 of the Local Government Act 2003 provides that the Council is under a statutory duty to periodically conduct a budget monitoring exercise of its expenditure and income against the budget calculations during the financial year. If the monitoring establishes that the budgetary situation has deteriorated, the

Council must take such remedial action as it considers necessary to deal with any projected overspends. This could include action to reduce spending, income generation or other measures to bring budget pressures under control for the rest of the year. The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the overspend.

- 8.2.3** Actions to mitigate budget pressures will need to take into account the Council's Public Sector Equalities Duty under section 149 of the Equality Act 2010 to have regard to equality considerations and impact on local people and communities.
- 8.2.4** 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 current situation regarding the General Fund, Capital Programme and the position relating to the Housing Capital Programme as set out in this report. In addition, Section 114 of the Local Government Act 1988 requires the Council's Finance Officer to report if there is or is likely to be unlawful expenditure or an unbalanced budget.
- 8.2.5** The operation of the Housing Revenue Account (HRA) is governed by Schedule 4 of the Local Government and Housing Act 1989 (the 1989 Act). Section 76 of the 1989 Act requires the Council to prevent debit balances on the HRA. Where a debit balance occurs, the Council must take appropriate action to maintain a balanced budget.
- 8.2.6** The monitoring of financial information is also a significant contributor to meeting the Council's Best Value legal duty. The Council as a best value authority "must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness" (Section 3 Local Government Act (LGA) 1999). The Best Value Duty applies to all functions of the Council including to deliver a balanced budget, providing statutory services such as adult social care and children's services and securing value for money in all spending decisions.
- 8.2.7** The Council is the subject of Directions from the Secretary of State requiring the Council to, amongst others, improve on the management of its finances. This report serves to ensure the Council is effectively monitoring and managing its budgetary allocations in accordance with its Best Value Duty.

Comments approved by Gina Clarke, Corporate Lawyer, Corporate Law and Litigation on behalf of the Director of Legal Services and Monitoring Officer, 6 November 2024.

8.3 HUMAN RESOURCES IMPLICATIONS

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

8.3.2 The Council is aware that many staff may also be impacted by the increase in cost of living. Many staff are also Croydon residents and may seek support from the Council including via the cost of living hub on the intranet. The Council offers support through the Employee Assistance Programme (EAP) and staff may seek help via and be signposted to the EAP, the Guardians' programme, and other appropriate sources of assistance and advice on the Council's intranet, including the trade unions.

Comments approved by Dean Shoesmith, Chief People Officer, 6/11/2024.

8.4 EQUALITIES IMPLICATIONS

8.4.1 The Council has a statutory duty to comply with the Public Sector Equality Duty (PSED) as set out in section 149 of the Equality Act 2010. The Council must therefore have due regard to the need to:

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

8.4.2 The aim of the duty is to ensure public authorities and those carrying out a public function consider how they can positively contribute to a fairer society through advancing equality and good relations in their day-to-day activities. The duty ensures equality considerations are built into the design of policies and the delivery of services and that they are kept under review.

8.4.3 In setting the Council's budget for 2023-2024, colleagues responsible for key projects or savings proposals were required to complete Equality Impact Assessments (EQIAs) to support them to make such considerations. Likewise, any new policy or change to Council services across the financial year undergoes the same process.

8.4.4 As officers deliver against the approved budget, including their delivery of savings, as monitored through this report, they will continue to monitor for any equality impacts.

Comments approved by Ken Orlukwu, Senior Equalities Officer, on behalf of Helen Reeves, Head of Strategy & Policy, 04/11/2024.

9. APPENDICES

9.1 None.

10. BACKGROUND DOCUMENTS

10.1 None.