

## **CABINET**

**Meeting held on Monday 29 September 2014 at 6.30 p.m. in the  
Council Chamber, the Town Hall, Katharine Street, Croydon, CR0 1NX**

### **MINUTES - PART A**

**Present:**

Councillor Tony Newman, Leader of the Council;  
Councillor Alison Butler, Deputy Leader (Statutory);  
Councillor Stuart Collins, Deputy Leader;  
Councillors Kathy Bee, Alisa Flemming, Timothy Godfrey,  
Simon Hall, Toni Letts, Mark Watson and Louisa Woodley.

Other Majority Group Members in attendance:

Councillors Ali, Canning, Fitzsimons, Henson, B. Khan, S.Khan,  
King, Kyeremeh, Lawlor, Mann, Prince, P. Ryan and Scott.

Shadow Cabinet Members in attendance:

Councillors Gatland, O'Connell, T. Pollard and Thomas.

Other Minority Group Members in attendance: Councillors  
Bashford, Buttinger, Hopley, Neal, Speakman, Stranack and Wright.

Absent: Cabinet: none.

Apologies: Apologies for absence were received from Councillors Jason  
Cummings and Vidhi Mohan (Shadow Cabinet Members).

Guests: Agenda Item 6: Andy Tarrant, Croydon Borough Commander,  
Metropolitan Police  
Agenda Item 7: Steve Yewman – Development Director, Westfield  
Alastair McDermid – Managing Director, Gatwick Airport.  
Agenda Item 10: Dr. Anthony Brzezicki, Chair of Croydon CCG  
Governing Body,  
Paula Swann, Chief Officer Croydon CCG.

**Note:** The meeting webcast can be accessed [here](#)

**Announcement by the Leader of the Council**

The Leader of the Council announced the recent death of Brenda Kirby, who was a former Councillor for New Addington ward, a former Mayor and an Honorary Alderman. The Cabinet, Shadow Cabinet, Councillors and all others present stood for a moment of silence in respect of Brenda Kirby.

**A74/14 Part A Minutes of the Cabinet Meeting held on 15 September 2014**

The Part A minutes of the Cabinet meeting held on 15 September 2014 were received. The Leader of the Council signed the minutes as a correct record.

**A75/14 Disclosures of Interest**

There were no disclosures of interest.

**A76/14 Urgent Business**

There were no items of urgent business.

**A77/14 Exempt Items**

**RESOLVED** that the allocation of business in the agenda be confirmed, as printed.

**A78/14 Presentation from the Borough Commander, Andy Tarrant - Update on Policing in Croydon**

**NOTED:** that the Leader of the Council had delegated to the Cabinet the power to make the decisions set out below:

**RESOLVED to:** note the presentation from the Borough Commander, Andy Tarrant, on policing in Croydon, which can be viewed on the webcast of this meeting.

**A79/14 Growth for the Prosperity of All: Growth Plan & District Centre Investment and Place Plans**

Councillor Alison Butler provided a presentation for this agenda item which can be viewed on the webcast of this meeting.

Steve Yewman, Development Director of Westfield, and Alastair McDermid, Managing Director of Gatwick Airport, spoke in support of the proposals in this agenda item.

**NOTED:** that the Leader of the Council had delegated to the Cabinet the power to make the decisions set out below:

**RESOLVED to:**

1. To agree the Promise to ensure managed and sustained growth in Croydon abiding by the principles agreed at Cabinet in July 2014.

2. To launch place-based discussions involving local communities, residents, businesses and investors, using the Promise as the basis for local delivery. This will take place with stakeholders over a 6-month period and area-based recommendations will return to Cabinet after April 2015.

3. To establish the Croydon Revolving Investment Fund and assign delegated authority to the Deputy Leader and Cabinet Member for Homes and Regeneration and the Cabinet Member for Finance and Treasury with the Executive Director of Development and Environment and the Director of Finance and Assets to make investment decisions for the fund in line with the principles as outlined in this report. This will include accelerated delivery of early wins through the following schemes:

1) Investment in a partnership to undertake a meanwhile use of Ruskin Square, signifying the first strategic move to bring forward the site for commercial use. This will begin to re-affirm Croydon as outer London's prime office centre through the use of a development loan.

2) Investment in the Croydon Enterprise Loan Fund to support local businesses and employment creation to enable entrepreneurs to start a business and SMEs to grow.

3) Establishment of an incubation facility for growing technology businesses in Davis House in collaboration with Croydon Tech City.

4. To note the progress against the Five Year Integrated Delivery Plan ensuring maximum benefits from the £5.25bn construction programme within the metropolitan centre.

**A82/14 Wholly Owned Housing Company – an option for tackling the shortage of homes In Croydon**

**NOTED:** that the Leader of the Council had delegated to the Cabinet the power to make the decisions set out below:

**RESOLVED to**

1. Agree the principle of the establishment by the Council of a wholly Council owned housing company

2. Agree that further work should be undertaken by officers to develop the proposal as set out in section 6 of this report.

3. Note the intention to present a development programme and Business Case to Cabinet in the first quarter of 2015 in relation to

seeking agreement to proceed to establish the new wholly owned housing company.

**A83/14      Transport and Highways Projects: Local Implementation Plan Annual Spending Submission 2015/16**

**NOTED:** that the Leader of the Council had delegated to the Cabinet the power to make the decisions set out below:

**RESOLVED to**

agree the Croydon Local Implementation Plan Annual Spending Submission to TfL for 2015/16 covering:

1. 'Corridors, Neighbourhoods and Supporting Measures' funding proposals in Appendix A of the report as follows:

- 1.1      20 MPH zones and areas (£300,000)
- 1.2      Measures to enhance cycling (£220,000)
- 1.3      Measures to enhance walking (£180,000)
- 1.4      Public rights of way improvements (£50,000)
- 1.5      Further measures to assist walking and cycling with a focus on travel to schools (£450,000)
- 1.6      Further road safety initiatives (£446,000)
- 1.7      Public realm enhancement to support district centres (South Norwood) (£800,000)
- 1.8      Accessibility improvements (£50,000)
- 1.9      Parking (£70,000)
- 1.10     Supporting the Croydon Opportunity Area (£127,000)

2.      Bids to TfL for:

- 2.1      'Principal Road Maintenance' funding totalling £1.25m;
- 2.2      'Bridge Assessment and Strengthening' funding proposals totalling £1.445m at Appendix B.

3.      That the Executive Director of Development & Environment be delegated authority to make any further amendments to the Annual Spending Submission in consultation with the Cabinet Member for Transport and Environment.

**A84/14      Improving health and social care outcomes for over 65s in Croydon: A new approach to commissioning integrated provision (Phase 2 Report)**

Councillor Louisa Woodley, Cabinet Member for People and Communities, provided a presentation for this agenda item which can be viewed on the webcast of this meeting.

Dr. Anthony Brzezicki, Chair of Croydon CCG Governing Body, and Paula Swann, Chief Officer Croydon CCG spoke in support of the proposals in this agenda item.

**NOTED:** that the Leader of the Council had delegated to the Cabinet the power to make the decisions set out below:

**RESOLVED** (1) to agree that

a. the Council proceed to phase 3 of the 'Improving Health and Social Care outcomes for over 65s programme' based on the principles outlined in this report, subject to the Croydon Clinical Commissioning Group Governing Body agreeing to move to phase 3 at their meeting on 7 October 2014

b. phase 3 comprise the following detailed work to be undertaken over the next ten to twelve months as set out in section 3:

- **Outcomes:** The draft framework set out in appendix 1 provides details of the outcome domains that residents have identified as most important. This framework will be developed as a basis for contract requirements and dialogue with providers in phase 3 of the programme and will allow for the identification of additional or alternative indicators. The framework will be aligned with the Council's challenge outcomes and emerging performance framework, developing a suite of high-level measurable indicators.

- **Governance and accountability:** Phase 3 will develop a robust governance structure which ensures accountability at all levels of the programme, including strategic commissioning, provider management, statutory assessment and decision making, and performance monitoring. This will also ensure that the Council is able to meet new responsibilities emerging from the Care Act 2014. Options for aligning the Council and CCG as commissioners will be defined, including models which facilitate robust client side monitoring and provider management arrangements.

- **Scope, timing and phasing:** The Council contracts and budgets currently identified as being in scope of the contract are set out in section 3.6 of this report alongside those of the CCG. This will form the basis of dialogue with providers. Phase 3 will further develop the programme's phasing and implementation plan in dialogue with providers, including final options and recommendations regarding the Council and CCG services to be in scope.

- Delivery model: Development of a provider alliance delivery model is the preferred option for the Council and CCG. During phase 3, the Council and CCG will require providers to develop the appropriate legal and commercial structures which will enable them to respond to the requirements of the programme. Providers will be expected to engage with Croydon's community and voluntary providers to ensure a clear and prominent role for this sector which makes best use their experience and expertise.

- Contract design and payment mechanism: Taking account of the scale of transformation across health and social care and the likely need for investment, phase 3 will clarify and confirm the benefits and risks associated with the proposed contract term of 8 years plus extension of 2 years (8+2). A capitated based outcome payment model will be designed to ensure development of a payment mechanism which incentivises the achievement of outcomes.

c. the procurement strategy for integrated health and care provision for over 65's using the Most Capable Provider approach, as detailed in the report

d. progress to phase 4, including recommendations for contract award, will be subject to a further report and decision of Cabinet

(2) to note that a parallel report to this is also being prepared for consideration and decision by the CCG's Governing Body in regard to proceeding to Phase 3. Agreement by both the Cabinet and CCG will be needed in order to proceed to Phase 3 and the detailed work involved in preparing the groundwork for the full range of benefits outlined in this report through an outcome-based contracting approach.

**A85/14      Contracts to be awarded and property acquisitions or disposals to be made over £500,000**

**NOTED:** that the Leader of the Council had delegated to the Cabinet the power to make the decisions set out below:

Having considered the report and appendix to the report Cabinet

**RESOLVED to:**

1. Note the contracts over £500,000 in value anticipated to be awarded by the nominated Cabinet Member, in consultation with the Cabinet Member for Finance and Treasury or, where the nominated Cabinet Member is the Cabinet Member for Finance and Treasury, in consultation with the Leader.

2. Note the list of delegated award decisions made by the Director of Strategy Commissioning and Procurement between 04/09/2014 to 25/09/2014.

3. to agree

1) The Commissioning and Procurement Strategy to deliver the Council's Planned Maintenance and Improvements Service up to a total value of £31m pa (£25m HRA and up to £6m GF) as follows:

- a) Procurement 1 - General Building Works
- b) Procurement 5 - Lift repairs, cyclical maintenance and installations

2) That in respect of Procurement 1 General Building the OJEU Notice and PQQ Documents refer to the intention to award a single contract for an initial period of 5 years with options to extend up to a maximum period of 14 years at a maximum annual cost of £15m, with the contract signed by November 2015 and works commencing in early 2016

3) That for the reasons detailed in paragraph 2.4 of the report the Deputy Leader and Cabinet Member for Homes and Communities, in consultation with the Cabinet Member for Finance and Treasury be given delegated authority to approve the detailed strategy and procurement options at a value of £13m for:

- Procurement 2 - Electrical Works
- Procurement 3 - Mechanical Works
- Procurement 4 - Window installations

4) Agree that in respect of Procurement 5 Lifts the OJEU Notice and PQQ Documents refer to the intention to award a single contract for the repairs, cyclical maintenance, servicing and replacement of all Council Lifts for an initial period of 5 years with options to extend up to a maximum period of 14 years commencing July 2016 at a maximum annual cost of £3m;

5) the Transition Strategy for Planned Maintenance and Improvements based on the following contract extensions, variations and direct awards as detailed below:

a) the variation of the current contract for Kitchens and Bathrooms with Mulalley for a period of 16 months from December 2014 to March 2016 up to a total value of £8m;

b) the variation of the current contract for Kitchens and Bathrooms with Lovell for 16 months from December 2014 to March 2016 up to a total value of £1.0m;

c) the extension of the current contract for Windows installations with Asset Windows for a period of 15 months from January 2015 to March 2016 up to a total value of £2.2m;

d) the variation of the current contract for Lift repairs and servicing with Elite Elevators for a period of 16 months from April 2015 to July 2016 up to the total value of £0.4m;

e) the variation of the current contract for Partnering Support with EC Harris for a period of 12 months from April 2016 to March 2017 up to the total additional value of £900k.

6) that in respect of recommendation 1.3 of the appendix to the report, for the reasons detailed in paragraph 2.4 the Deputy Leader and Cabinet Member for Homes and Communities, in consultation with the Cabinet Member for Finance and Treasury be given delegated authority to approve the contract variation.

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**PART B MINUTES – none**

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**The meeting ended at 8.29 p.m.**