

# Cabinet Supplementary Agenda



- 4. Scrutiny Stages 1 and 2 (Pages 3 - 26)**  
The updated version of Appendix A is attached.

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## Scrutiny Recommendations: Stage 1

Committee	Meeting Date	Agenda Item	Conclusion	Recommendation	Political Lead	Officer Lead
Scrutiny & Overview Committee	27 April 2022	Call In: Asset Disposal as part of the Interim Asset Disposal Strategy	The Scrutiny & Overview Committee concluded that reassurance could be taken from the answers provided and there was no grounds for referring the call-in to either the Cabinet or Council for further consideration. As such, the original decision could proceed as expected.		Executive Mayor Jason Perry	Jane West
Scrutiny & Overview Committee	27 April 2022	Call In: Asset Disposal as part of the Interim Asset Disposal Strategy	There was reassurance that the disposal of the assets to the NHS to provide a Health and Wellbeing Centre in New Addington met the criteria for the Council achieving best value for its assets.		Executive Mayor Jason Perry	Jane West
Scrutiny & Overview Committee	27 April 2022	Call In: Asset Disposal as part of the Interim Asset Disposal Strategy	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.	It is recommended that local Members are kept informed on the progress made with finding a new venue for the New Addington Boxing Club.	Executive Mayor Jason Perry	Jane West

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Scrutiny & Overview Committee	27 April 2022	Call In: Asset Disposal as part of the Interim Asset Disposal Strategy	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.	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.	Executive Mayor Jason Perry	Jane West
Scrutiny & Overview Committee	27 April 2022	Call In: Asset Disposal as part of the Interim Asset Disposal Strategy	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 projects needed to be reviewed to ensure there was sufficient time to build an appropriate level of consultation into future projects.	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 built into the process as standard practice.	Executive Mayor Jason Perry	Jane West

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Children & Young People Sub-Committee	9 March 2022	Final Report of the Scrutiny Task & Finish Group – Managed Moves In The London Borough Of Croydon	See Appendix B – Final Report of the Task and Finish Group for context.	<p>That the Director of Education continues to report to the Scrutiny and Overview Committee providing detailed information on how effective inclusion has been promoted in Croydon schools, including in particular information about how the Council has been using its role as community leader to inspire, share and disseminate good practice in inclusive education, and in particular but not limited to:</p> <ul style="list-style-type: none"> <li>• further encouragement of schools to develop awareness of how and in what way they can use trauma-informed approaches</li> <li>• the identification of the characteristics of good pastoral care</li> <li>• the development of the use of quiet rooms in our schools to allow for pupils to benefit from non-punitive time out</li> <li>• bringing school and community stakeholders together with a view to building capacity in more of</li> </ul>	Executive Mayor Jason Perry	Shelley Davies

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				<p>our schools to introduce an extended day</p> <ul style="list-style-type: none"> <li>• co-ordinating schools to ensure that commissioning of AP is conducted in a way which maximises the chance of the speedy and successful reintegration of children in AP/In-School Behaviour Units into the mainstream classroom</li> <li>• working in concert with school and community stakeholders to make the case to government and other potential funding providers funding levels which enable schools to be able to commission sufficient specialised support so that more children can remain in or be reintegrated into the mainstream classroom</li> </ul>		
Children & Young People Sub-Committee	9 March 2022	Final Report of the Scrutiny Task & Finish Group – Managed Moves In The London Borough Of Croydon	See Appendix B – Final Report of the Task and Finish Group for context.	The Executive Mayor is recommended to ask the Director of Education to present a report to the Scrutiny and Overview Children and Young People Sub-Committee with a view to improving primary to secondary school transition in	Executive Mayor Jason Perry	Shelley Davies

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				Croydon, and taking particular account of the points set out in paragraph 3.1 of Section B of Task and Finish report.		
Children & Young People Sub-Committee	9 March 2022	Final Report of the Scrutiny Task & Finish Group – Managed Moves In The London Borough Of Croydon	See Appendix B – Final Report of the Task and Finish Group for context.	The Executive Mayor is recommended to ask the Director of Education to Consider those recommendations of the All Party Parliamentary Group on Autism which have most direct bearing on local authorities and to set out in a report to the Scrutiny and Overview CYP Sub-Committee what the Council might do to address those recommendations.	Executive Mayor Jason Perry	Shelley Davies
Children & Young People Sub-Committee	9 March 2022	Final Report of the Scrutiny Task & Finish Group – Managed Moves In The London Borough Of Croydon	See Appendix B – Final Report of the Task and Finish Group for context.	The Executive Mayor is recommended to ask the Director of Education to publish pages on the Council website which set out in plain English: <ul style="list-style-type: none"> <li>• The law on informal exclusions</li> <li>• The responsibilities of schools towards pupils with special educational needs and disabilities pursuant to the Equality Act, the SEND Code of Practice, and statutory and non-statutory</li> </ul>	Executive Mayor Jason Perry	Shelley Davies

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				<p>guidance on suspension and exclusion practice and school behaviour policies as may be published and revised from time to time by the dfe; and, further,</p> <ul style="list-style-type: none"> <li>To develop a clear procedure to enable parents to make anonymous reports about schools breaking exclusions law, and publicising the availability of the procedure on the website</li> </ul>		
Children & Young People Sub-Committee	9 March 2022	Final Report of the Scrutiny Task & Finish Group – Managed Moves In The London Borough Of Croydon	See Appendix B – Final Report of the Task and Finish Group for context.	The Executive Mayor is recommended to ask the Director of Education to consider how all mainstream schools can be made aware of the best practice existing in Croydon schools as to the education of children with Autism Spectrum Disorder.	Executive Mayor Jason Perry	Shelley Davies
Children & Young People Sub-Committee	9 March 2022	Final Report of the Scrutiny Task & Finish Group – Managed Moves In The London	See Appendix B – Final Report of the Task and Finish Group for context.	The Executive Mayor is recommended to ask the Director of Education to consider the issue that parents quite often find meetings with school leaders and/or other professionals (particularly meetings which are potentially contentious) as extremely	Executive Mayor Jason Perry	Shelley Davies



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		Borough Of Croydon		stressful, and provide guidance to schools and other professionals who may attend such meetings on how to set up such meetings in a sensitive, constructive and unthreatening way.		
Children & Young People Sub-Committee	9 March 2022	Final Report of the Scrutiny Task & Finish Group – Managed Moves In The London Borough Of Croydon	See Appendix B – Final Report of the Task and Finish Group for context.	The Executive Mayor is recommended to ask the Director of Education to ask Octavo Partnership Governor Services to provide training to school governors on issues surrounding removal from the classroom, and to publicise the availability of the training in all schools	Executive Mayor Jason Perry	Shelley Davies
Children & Young People Sub-Committee	9 March 2022	Final Report of the Scrutiny Task & Finish Group – Managed Moves In The London Borough Of Croydon	See Appendix B – Final Report of the Task and Finish Group for context.	The Executive Mayor is recommended to ask the Director of Education to include questions on the use by schools of in-school behaviour units in the annual local authority safeguarding audit	Executive Mayor Jason Perry	Shelley Davies
Children & Young People Sub-Committee	9 March 2022	Final Report of the Scrutiny Task & Finish Group – Managed Moves In The	See Appendix B – Final Report of the Task and Finish Group for context.	The Executive Mayor is recommended to ask the Director of Education to take into account the conclusions of the TFG in drafting the Council's response to the	Executive Mayor Jason Perry	Shelley Davies

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		London Borough Of Croydon		<p>current dfe consultation on revised guidance about school behaviour policies, and in particular to highlight the following:</p> <ul style="list-style-type: none"> <li>• The lack of clarity about different short-term and longer-term pathways for a pupil which might reasonably follow after removal from the classroom</li> <li>• The need for there to be a clear safeguarding framework surrounding removed pupils, including where necessary unannounced visits to units to which pupils have been removed, and for the local authority in which an ISU may be located to have the key role in undertaking the safeguarding function</li> <li>• The implications of the guidance for Ofsted in respect of its inspection framework: in particular, when Ofsted inspect a school with pupils registered at that school and an off-site ISU, the quality of the ongoing care and support provided by the school to those pupils</li> </ul>		

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				<p>should be a focus of their inspection, quite separate from inspection of the ISU itself</p> <ul style="list-style-type: none"> <li>The funding implications if isus are to follow best practice as indicated in the draft guidance</li> </ul>		
Children & Young People Sub-Committee	9 March 2022	Final Report of the Scrutiny Task & Finish Group – Managed Moves In The London Borough Of Croydon	See Appendix B – Final Report of the Task and Finish Group for context.	The Executive Mayor is recommended to ask the Director of Education to hold an early discussion with borough headteachers and AP units about the implications of the draft dfe guidance for the development of good practice on removal of pupils from classrooms in Croydon schools and AP units.	Executive Mayor Jason Perry	Shelley Davies
Children & Young People Sub-Committee	9 March 2022	Final Report of the Scrutiny Task & Finish Group – Managed Moves In The London Borough Of Croydon	See Appendix B – Final Report of the Task and Finish Group for context.	<p>The Executive Mayor is recommended to ask the Director of Education to provide a short report setting out the Council’s response to that part of the draft consultation which relates to managed moves, and dealing with among other things the following matters:</p> <ul style="list-style-type: none"> <li>The potentially positive and potentially negative</li> </ul>	Executive Mayor Jason Perry	Shelley Davies

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				<p>consequences flowing from disbandment of the FAP</p> <ul style="list-style-type: none"> <li>• Whether the FAP should continue as long as possible, or be disbanded at an early specific time</li> <li>• What contingency plans are being made to face a future without the FAP.</li> </ul>		
Streets, Environment & Homes Sub-Committee	15 March 2022	Update on the Housing Improvement Board, and the development of the Croydon Housing Improvement Plan	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	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).	Executive Mayor Jason Perry	Susmita Sen

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			helping to manage delivery of the plan.			
Streets, Environment & Homes Sub-Committee	15 March 2022	Update on the Housing Improvement Board, and the development of the Croydon Housing Improvement Plan	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.	The Sub-Committee to receive the detailed programme documentation followed by an officer briefing on it.	Executive Mayor Jason Perry	Susmita Sen
Streets, Environment & Homes Sub-Committee	15 March 2022	Update on the Housing Improvement Board, and the development of the Croydon Housing Improvement Plan	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.	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 amendments should be approved by the Housing Improvement Board so there is a clear line of understanding	Executive Mayor Jason Perry	Susmita Sen

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				and justification. The committee feels that would help address the Ark's report point on the importance of improving clear lines of accountability.		
Streets, Environment & Homes Sub-Committee	15 March 2022	Update on the Housing Improvement Board, and the development of the Croydon Housing Improvement Plan	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.	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.	Executive Mayor Jason Perry	Susmita Sen
Streets, Environment & Homes Sub-Committee	15 March 2022	Update on the Housing Improvement Board, and the development of the Croydon Housing Improvement Plan		While recognising that they are separate assurance processes, it is recommended that, in order to avoid duplication of monitoring of the delivery of the 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	Executive Mayor Jason Perry	Susmita Sen

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				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.		
Streets, Environment & Homes Sub-Committee	15 March 2022	Update on the Housing Improvement Board, and the development of the Croydon Housing Improvement Plan		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 the plan evolves over the improvement journey.	Executive Mayor Jason Perry	Susmita Sen
Streets, Environment & Homes Sub-Committee	15 March 2022	Update on the Housing Improvement Board, and the development of the Croydon Housing Improvement Plan		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	Executive Mayor Jason Perry	Susmita Sen

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				months as this was raised at the Sub-Committee July's meeting.		
Streets, Environment & Homes Sub-Committee	15 March 2022	Update on the Housing Improvement Board, and the development of the Croydon Housing Improvement Plan		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 collection on contacts made to the Housing teams – the analysis of which could be passed onto residents, members and others in a timely manner.	Executive Mayor Jason Perry	Susmita Sen
Streets, Environment & Homes Sub-Committee	15 March 2022	Update on the Housing Improvement Board, and the development of the Croydon Housing Improvement Plan		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	Executive Mayor Jason Perry	Susmita Sen



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				speed up resolution thus improving tenant's experience.		
Streets, Environment & Homes Sub-Committee	15 March 2022	Update on the Housing Improvement Board, and the development of the Croydon Housing Improvement Plan		That Cabinet also considers the comments and recommendations 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.	Executive Mayor Jason Perry	Susmita Sen
Streets, Environment & Homes Sub-Committee	15 March 2022	Housing Revenue Account Business Plan	The Sub-Committee was positive that there was a clear financial model in place and felt that this was a positive outcome of the different services related to housing being brought back together under one directorate.		Executive Mayor Jason Perry	Susmita Sen
Streets, Environment & Homes Sub-Committee	15 March 2022	Housing Revenue Account Business Plan	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	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	Executive Mayor Jason Perry	Susmita Sen

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			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.	of the asset management strategy.		
Streets, Environment & Homes Sub-Committee	15 March 2022	Housing Revenue Account Business Plan	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.	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	Executive Mayor Jason Perry	Susmita Sen
Streets, Environment & Homes Sub-Committee	15 March 2022	Housing Revenue Account Business Plan	The Sub-Committee noted that the HRA reserve levels were being reduced to a minimum level of just over £8m in the short term		Executive Mayor Jason Perry	Susmita Sen

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			and expressed its concern at this approach.			
Streets, Environment & Homes Sub-Committee	15 March 2022	Housing Revenue Account Business Plan	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.	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 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	Executive Mayor Jason Perry	Susmita Sen
Streets, Environment & Homes Sub-Committee	15 March 2022	Housing Revenue Account Business Plan	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	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.	Executive Mayor Jason Perry	Susmita Sen

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			supply strategy that involved tenants in choosing which capital investments should be prioritised.			
Scrutiny & Overview Committee	27 June 2022	Update from Executive Mayor	<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>	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.	Mayor Jason Perry	Katherine Kerswell
Scrutiny & Overview Committee	27 June 2022	Update from Executive Mayor	As above.	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	Mayor Jason Perry	Elaine Jackson

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				engage with the local community. This 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.		
Scrutiny & Overview Committee	27 June 2022	Update from Executive Mayor	As above.	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.	Mayor Jason Perry	Nick Hibberd
Scrutiny & Overview Committee	27 June 2022	Update from Executive Mayor	As above	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.	Mayor Jason Perry	Katherine Kerswell

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Scrutiny & Overview Committee	27 June 2022	Update from Executive Mayor		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.	Mayor Jason Perry	Elaine Jackson
Scrutiny & Overview Committee	27 June 2022	Update from Executive Mayor	<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 Committee</p>	That work to create a Bidding Unit to lever external funding into the Borough is prioritised.	Mayor Jason Perry	Jane West

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			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.			
Scrutiny & Overview Committee	27 June 2022	Update from Executive Mayor	As above.	That more detail on budgets, the new MTFS and prioritisation of services were required for the September 2022 Committee meeting.	Mayor Jason Perry	Jane West
Scrutiny & Overview Committee	27 June 2022	Update from Executive Mayor	As above.	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.	Mayor Jason Perry	Katherine Kerswell
Scrutiny & Overview Committee	27 June 2022	Update from Executive Mayor	As above	That there is engagement with the Committee as early as possible on the setting of the new MTFS in line with best practice.	Mayor Jason Perry	Jane West
Scrutiny & Overview Committee	27 June 2022	Update from Executive Mayor	The Committee was concerned that the risks of revoking SPD2 and the timescales of implementing replacement documentation had not been well considered and	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,	Mayor Jason Perry	Nick Hibberd

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			<p>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 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>	Environment & Homes Sub-Committee.		
Scrutiny & Overview Committee	27 June 2022	Update from Executive Mayor	As above	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.	Mayor Jason Perry	Nick Hibberd
Scrutiny & Overview Committee	27 June 2022	Update from Executive Mayor	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 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	Mayor Jason Perry	Nick Hibberd



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			<p>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>rationale for the measure that have not been included.</p>		
Scrutiny & Overview Committee	27 June 2022	Update from Executive Mayor	As above.	For more information to be provided on how future revisions to the Local Plan will help to achieve climate change targets.	Mayor Jason Perry	Nick Hibberd

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