

Cabinet

Meeting held on Monday, 20 January 2020 at 6.30 pm in Council Chamber, Town Hall,
Katharine Street, Croydon CR0 1NX

MINUTES

Present: Councillor Tony Newman (Chair);

Councillor Alison Butler, Stuart Collins, Hamida Ali, Alisa Flemming,
Simon Hall, Stuart King (non-voting – Job Share), Oliver Lewis,
Paul Scott (voting – Job Share) and Manju Shahul-Hameed

Also Present: Councillors Tim Pollard, Jason Perry, Mario Creatura, Maria Gatland,
Lynne Hale, Simon Hoar, Yvette Hopley, Helen Pollard,
Sean Fitzsimons, Robert Ward, Clive Fraser, Helen Redfern, Leila Ben-
Hassel, Janet Campbell, Shafi Khan, Badsha Quadir, David Wood and
Louisa Woodley

Apologies: Councillor Jane Avis

PART A

1/20 **Minutes of the previous meeting**

The part A minutes of the Cabinet meeting held on 16 December 2019 were agreed. The Leader of the Council signed the minutes as an accurate record.

2/20 **Disclosure of Interests**

There were none.

3/20 **Urgent Business (If any)**

There were no items of urgent business.

4/20 **Future delivery model for Council provided school support services**

The Cabinet Member for Children, Young People & Learning informed Members that Octavo had been established as an independent trading company to provide services to schools. The contract with the council for the provision of education psychology had been provided successfully by Octavo, however was due to expire. As such, it was viewed that it was pertinent to review the services provided by Octavo for the children, young people and schools of the borough.

The decision to insource the services would give the council a greater ability to align and be more flexible in the provision of services. Furthermore, it was noted by the Cabinet Member that in the last year the separation of delivery of services had become increasingly problematic and the insourcing of Octavo services would overcome those challenges.

Members noted that the decision to insource had been agreed unanimously by Octavo as it was recognised that it was the best means to deliver the services. Members were additionally assured that there would be business as usual from the start date of 1 April 2020 as it was recognised that it was important that there was minimal disruption to service users.

In response to Member questions, the Cabinet Member for Children, Young People & Learning noted that when Octavo was established there were fewer schools in the borough which were part of academy trusts. The growth of academy trusts had resulted in a number of the services provided by Octavo being delivered internally by those trusts.

Members were assured the school representatives on the Octavo Board were in agreement with the steps being taken by the council to insource the services. Additionally, the Cabinet Member stated that there were no intended job losses from the actions being taken.

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

RESOLVED: To note the contents of the report and the proposed approach.

5/20

Feedback from the monitoring visit in October 2019 by Ofsted to Croydon's Early Help Services Children's Social Care service

The Leader welcomed the feedback from the monitoring visit in October 2019 and noted it was encouraging; however stated that there was no complacency within the council as it was recognised further improvements were required to the service.

Members were informed by the Cabinet Member for Children, Young People & Learning that the monitoring visit had focussed on children's social care and early help. Work which was highlighted included the council's work on supporting children with child protection plans and child in need plans, and also the support provided to children and young people with adoption plans. The report further noted the focus of the work of the council and the dynamic leadership within the service. The Cabinet Member thanked the senior leadership for their continued work to drive forward progress within children's social services.

The Cabinet Member further noted that the feedback recognised that staff morale had improved with staff feeling that they were supported.

Going forward, the Cabinet Member informed Members that the council was continuing to focus on ensuring that a consistent workforce was established which would support the delivery of a more consistent service to all children and young people in the borough.

Whilst the report and monitoring visit feedback had not been considered at pre-decision scrutiny, the Cabinet Member highlighted the important work of the Children & Young People Scrutiny Sub-Committee throughout the council's improvement journey.

In terms of financial considerations, the Cabinet Member noted that the entire improvement journey had been a whole council approach and had been supported by all areas of the council. Significant investment in the service's budget had been important to support these improvements which had been supported across the council.

The progress made within the service was welcomed, however the Cabinet Member stated that there was absolutely no complacency and the council recognised that there remained a long way to go in the improvement journey.

Members noted that the feedback from the monitoring visit had been positive and highlighted the good work of officers. It was, however, noted that there continued to be variable practice within the service with the report stating that "Almost all children receive at least a reasonable level of service"; whilst it was expected that a good service was to be received by all children as improvements continued.

The Cabinet Member thanked the Shadow Cabinet Member for her work to support the improvement journey. It was noted that investment had been made in the service where it had not been before, which it was stated was a reflection of the national need to invest in children's and adult's social care.

In the early days of the improvement journey it had been important to build a steady foundation; as that had been established it was, the Cabinet Member stated, the opportunity to really focus on a consistent provision of service. The focus of the administration and officers was to ensure the service was rated adequate following the council's next inspection and in future, following further improvements, to be rated outstanding.

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

RESOLVED: To note the feedback from Ofsted following the seventh monitoring visit to children's social care and early help in October 2019.

Education Estates Strategy

The Cabinet Member for Children, Young People & Learning introduced the report informing Members that the report looked at school admissions, school place planning and maintenance. The admission arrangements within the report, it was noted, were for community schools in Croydon. The report further requested approval of the Pan-London co-ordination of admissions.

Members noted that there was normally a more detailed report at Cabinet on school place planning which identified areas of demand and areas of surplus and were informed that an update report on school place planning would be taken to Cabinet in the autumn which would include this detail.

The Chair of Children & Young People Scrutiny Sub-Committee highlighted that there was a meeting of the committee the following evening and included within the agenda of that meeting were maps which showed vacancies in primary and secondary schools (Item 7 – appendix 8).

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

RESOLVED: To

School Admission

1. Agree to recommend to full Council that it determine the proposed Community schools' Admission Arrangements for the 2021/22 academic year (at Appendix 1 of the report);
2. Approve the continued adoption of the proposed Pan London scheme for co-ordination of admissions to Reception and Junior schools – at Appendix 1a of the report; and adoption of the proposed Pan London scheme for co-ordination of admissions to secondary schools – at Appendix 1b of the report.

School Place Planning

3. Approve the Capital Programme Budget summary (at appendix 2 of the report).

Special Educational Needs and Disability (SEND)

4. Delegate decision-making to the Lead Member, Children, Young People and Learning, and the Executive Director of Children, Families and Education in relation to proposals to change in the age range of St Giles School to include a nursery provision and to provide a coherent pathway for children with PMLD and physical, sensory medical needs through the provision of St Giles School expertise across the pre-school and school age range.
5. Note the funding previously approved by Cabinet for Autistic

Spectrum Disorder (ASD) Enhanced Learning Provision places from the 2019/20 programme has been deployed to improve facilities at Meridian (£100K) and £50K for Castle Hill to increase places and provide suitable facilities.

6. Approve the proposal to undertake quality assurance and feasibility studies of special schools Red Gates; St Giles and Priory Schools to enable options to be set out which address current issues of suitability, safeguarding risks and the capacity of these education facilities to meet the special educational needs of children and young people.

Mainstream / Community schools

7. Note that there are no proposed changes to the 3 year (2019/20 to 2021/22) School Place Supply Strategy agreed at Cabinet on 19th September 2019.

Early Years

8. Note the 2019 Childcare Sufficiency Assessment report – at Appendix 3 of the report.

Alternative Provision / Pupil Referral Unit (PRU)

9. Note the update on Alternative Provision / PRU.

School Maintenance and Compliance

10. Approve the proposed Schools' Maintenance Plan (Appendix 4) for 2020/21, and funding of £2m plus an additional £882,000 for 2020/21. This proposed additional £882,000 is to be slippage from the current budget to assist with the additional maintenance work required to be undertaken due to the ageing of the educational estate; and
11. Delegate authority to the Executive Director, Children, Families and Education to vary the proposed Schools' Maintenance Plan to reflect actual prices and new urgent issues that may arise, including authorising spend against the allowance for emergency and reactive works. The Executive Director, Children, Families and Education shall report back to members in respect of any exercise of such authority.

7/20

Equality Framework for Local Government Accreditation

The Leader of the Council welcomed that challenge of the Equality Framework for Local Government and stated that he was pleased to note that the council had been awarded 'achieving' but also looked forward to seeing further progress following the review.

Equality and diversity were key priorities of the administration and the Cabinet Member for Safer Croydon & Communities stated that

participating in the initiative was a good means to evaluate how the council was performing on these key priorities.

Members were informed that a peer team visited Croydon in November and undertook a number of interviews and evaluations. Ahead of and during the visit a large amount of work was undertaken to support the evaluation and officers were thanked for their support.

There were three ratings as part of the scheme and the council had been rated as 'achieving' which was the middle rating and the level the council was seeking to achieve. This rating recognised the progress made by the council but also suggested there was further work to be done. The initial feedback was welcomed by the Cabinet Member, as it highlighted areas of success and areas of learning. The final report, Members were informed, would be taken to a future Cabinet meeting when available.

Members welcomed the work and progress made by the council, however noted that within the early recommendations of the peer group that data had been highlighted as an area for future focus. The challenge of ensuring that the right questions were asked to acquire data and then using that data effectively was recognised by the Cabinet Member and would be an area for consideration during the journey for further improvements.

In response to Member questions, the Cabinet Member noted that a large number of interviews had taken place, including with external partners. It was suggested by the Cabinet Member that the concerns raised by the voluntary sector in relation to change may have been related to the Community Fund as that had generated a lot of change in terms of how the sector was funded by the council.

It was noted by Members that the council went beyond the statutory requirement to publish the gender pay gap and published the ethnicity and disability pay gaps also. Work to calculate these pay gaps was being undertaken and would be published when available. From current analysis, the Cabinet Member for Finance & Resources stated that progress had been made to narrow the gap and ensure greater equality.

In response to Member questions, the Cabinet Member for Safer Croydon & Communities recognised that there were challenges experienced across the public sector, such as black men not progressing at the same rate as their female counterparts and BAME and disabled employees being disproportionately involved in disciplinary matters. It was stated that the council sought to look into this and address the issues wherever they were found.

Cabinet Members were thanked for putting equalities at the heart of their portfolios. It was highlighted by Cabinet Members that a priority of the council has been to support disabled residents to enter employment and that equalities was integral to the council's bid to be named the Borough

of Culture in 2023. Furthermore, the Workforce Strategy was noted as being a vehicle to promote equality and a diverse workforce.

The Leader of the Council confirmed that the final report would be taken to a future Cabinet meeting and thanked all officers involved in this piece of work.

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

RESOLVED: To note the successful outcome, following the Local Government Association Equality Framework for Local Government peer assessment, and the Council's accreditation as Achieving.

8/20

Health and Social Care Integration and South West London

The Deputy Cabinet Member for Families, Health & Social Care provided Cabinet with an overview of the journey undertaken to-date to integrate health and social care within Croydon.

Staff within the health and social care were thanked for their hard work and dedication, especially over the busy winter period, in supporting residents.

Members were provided with highlights on the progress made to integrate health and social care including; the LIFE Service (Living Independently for Everyone) and Integrated Community Networks (ICN) which had been live for two years and investment in the voluntary and community sector with social prescribing and telemedicine in most care homes. These developments had seen a reduction in emergency admissions of older adults and reduced lengths of stay in hospital. However, despite these improvements demand remained high, particularly from hospital discharge to community reablement which continued to impact the social care budget.

The Deputy Cabinet Member informed Members future developments would include mental health adult community transformation which would focus on community provision and enhanced primary care provision and that ICN Plus, which would be piloted in Thornton Heath, would take a whole population approach to locality working.

Lessons had been learnt from the One Croydon Alliance work with older people, such as the establishment of a whole population outcomes framework and increased engagement with the wider population planned for the future. An economic review had been undertaken in late 2018/early 2019 which had identified funding gaps, predominantly in adult social care, which had been recognised as requiring addressing. However, there remained a commitment to further integrate health and social care services using current resources to ensure improved outcomes for residents.

In terms of the governance of the integration, the Deputy Cabinet Member highlighted that Croydon CCG and Croydon Health Service had aligned their senior management with a joint Place based leader, Matthew Kershaw, and committees where appropriate. Furthermore, Members were informed that Croydon CCG would merge into the South West London (SWL) CCG as the SWL CCG were preparing their application to become an Integrated Care System. Finally, there had been a proposal to change Croydon Transformation Board to a Health and Care Board in April 2020 which would have a strategic relationship with the Health & Wellbeing Board and SWL CCG. The Health and Care Board, Members were informed, would have delegated budgets and responsibilities.

The Deputy Cabinet Member noted that in terms of finance, the ten year One Croydon integrated contract agreement would need to be developed to reflect the whole population approach. It was further noted by Members that demand in both health and social care sectors continued to exceed the financial resources available which remained a challenge. The aims of the integration, however sought to address these challenges with the development of a single Section 75 agreements, shadow budget arrangements for 2020/21 and revised business cases being produced to support investment.

The Deputy Cabinet Member concluded with providing Members with a case study which showed the positive impact that health and social care integration was having, with a 91 year old resident with a few physical health issues being supported by the GP huddle and Complex Care Support Team. The support, it was stated, had enabled carers to visit the home and enable the gentleman's wife to remain at home and the resident to relax as he was no longer concerned that his wife would be moved into care. This case study showed that through using a whole system approach residents could be supported to live long, happy, healthy and independent lives.

The Chair of the Health & Wellbeing Board thanked officers and health workers for their hard work in caring for the most vulnerable residents in the borough. It was noted that there had been a number of events which the council and the health service had taken part in which were examples of engaging across organisations and services.

Section nine of the report was highlighted by the Chair of the Board and it was noted that organisations were cautiously ambitious, particularly in terms of budgets however it was recognised by all that it was necessary to ensure health and social care were properly aligned.

The report was welcomed by Members and was recognised as being a large and important piece of strategic work. The ambition to support residents to live long, happy, healthy and independent lives was supported by all and Members welcomed future reports being taken to the Health & Wellbeing Board.

In response to Member questions, the Deputy Cabinet Member confirmed that the Vice-Chair of the Health & Wellbeing Board, Dr Agnelo Fernandes, was continuing to work with the two GP practices which were not on board with the plans.

Whilst it was recognised that a number of initiatives had started in the north of the borough, Members were reminded that social prescribing had been piloted in the south of the borough and that it was the intention of all involved to start more initiatives in the south of the borough as it was recognised that there were a high number of elderly residents with high need levels in those communities also.

The Chair of Scrutiny & Overview Committee expressed disappointment that the work of the Health & Social Care Scrutiny Sub-Committee had not been recognised in section 11 of the report, as the committee had looked at integration in the past year and it continued to be a priority on the committee's work programme. In response, the Chair of the Health & Wellbeing Board recognised the work of scrutiny on this matter and stated that officers and health professionals valued the comments and recommendations of the scrutiny committee.

Members recognised the value of integration and ensuring all residents were supported. Croydon had been successful in leading the way in integration which had seen improved outcomes for residents, the council and the health service. With the funding gap in adult social services it was noted that innovation was key to ensure the delivery of services for residents.

Officers were thanked for their work in progressing this further and it was noted that a further report would be taken to Cabinet in March that would outline future provision.

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

RESOLVED: To

1. Note the current status and progress in relation to the integration of health and social care and the developments locally and sub-regionally in South West London as a result of the NHS Long Term Plan.
2. Note and agree the next steps for One Croydon's journey to health and social care integration.
3. Agree any actions arising from the equality analysis.

Community Fund Commissioning Programme

The Cabinet Member for Safer Croydon & Communities introduced the Community Fund which was a three year programme to support the community sector in the borough. The council remained committed to support this sector, and had increased investment in the Fund.

It was noted that the Programme had been a large piece of work with over 20 groups of officers being involved across the council and they were thanked for their work.

The Community Fund was built upon meaningful engagement and drew upon past experiences. As such, organisations were given more time to apply, grants were increased and residents were involved in evaluating the bids.

It was noted by the Cabinet Member that the Fund had been massively oversubscribed and so unfortunately three quarters of applicants had been unsuccessful. Whilst it was recognised that many organisations would be disappointed to have not been successful in being awarded grants, the Cabinet Member stated that it was not the final opportunity as there were other grants being awarded by the council, such as the Emerging Needs Grants.

In response to questions, the Cabinet Member confirmed that there had been a commitment to protect certain elements, such as advice services and so they had been prioritised for funding awards. This had led to a large variance in the number of applications for different streams. Despite this variance, the Cabinet Member stated that it was felt the weighting in terms of the five streams was right and it was expected that a plethora of bids were received for some strands only.

In terms of the timing of the Community Fund and the consultation on the Policy for Council Community Properties, rent subsidy and rate relief for the voluntary and community sector, it was noted that the council had been communicating with the community sector for two years in relation to reviewing how it was supported by the council. The council wanted to ensure there was limited impact on organisations which had been unsuccessful so sought to provide them with sufficient notice.

The Cabinet Member informed Members that the next stage would be to look at performance and contract management of the awarded grants and ensuring that it would be proportionate to the size of the grant and robust.

The Fund was welcomed by Members for ensuring a more transparent means for allocating funding to the community sector.

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

RESOLVED: To note the below delegated decision made by the Cabinet Member for Safer Croydon & Communities in consultation with the Cabinet Member for Families, Health and Social Care and the Cabinet Member for Finance and Resources for the Community Fund:

1. The Cabinet Member for Safer Croydon & Communities in consultation with the Cabinet Member for Families, Health and Social Care and the Cabinet Member for Finance and Resources approved the awards of contracts for the Community Fund to the Organisations listed in this report for a maximum contract period of 3 years (starting 01/04/2020) and for a maximum total contract value across all awards of £7,115,530 as per the 5119SCC dated 18 December 2019.

10/20

Policy for Council community properties, rent subsidy and rate relief for the voluntary and community sector

It was noted by the Cabinet Member for Safer Croydon & Communities that, as with the Community Fund, there was significant investment in the community sector in the borough in comparison to other local authorities. However, whilst the council invested in the community sector it was recognised that only a fraction of organisations received this support as the sector was so large in the borough.

Members were informed that the current agreements were historical and had no strong rationale for being in place, and so to support strong governance and to provide a rationale for the decisions being made in terms of allocating properties and subsidies the policy had been developed. The Policy was included within the Voluntary and Community Sector Strategy which had been approved by Cabinet at a previous meeting, additionally the council had been requested to develop such a policy to provide more transparency on the matter.

One of the key principles of the policy, the Cabinet Member stated, was to ensure that there was funding and support where the greatest impact would take place. The community sector had been consulted on the policy and it was in the Cabinet Member's opinion an example of engaging well with the sector as not only current beneficiaries were consulted but the whole sector, and was a good example of the council listening to the sector's request for such transparency.

In terms of the implementation of the policy, Members were informed that the council would seek to implement it from the next financial year so as to give organisations plenty of notice to apply and organise themselves in response to the outcome of their application.

Officers were thanked for their work in developing the policy by the Cabinet Member.

In response to concerns raised, the Cabinet Member stated that buildings used by faith groups were already exempt from business rates and that the rationale for not including organisations which exclusively undertook faith activities was due to concerns that the council would be funding an organisation which was not accessible to all residents.

The Cabinet Member reiterated that she felt that consultation had been good and that while concerns were raised that only 6.3% of the community sector had responded to the consultation the council was responding to the sector's request and was providing greater transparency and ensuring greater fairness in terms of allocation.

By not implementing the policy until the next financial year it was hoped that organisations would have an opportunity to plan their budgets, however it was noted that the policy would provide greater access to support as a number of organisations were not aware of the support available.

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

RESOLVED: To

1. Adopt the policy for the allocation of council community properties to voluntary and community organisations and groups providing rent subsidy and discretionary rate relief set out at Appendix 3 of the report.
2. Agree that the provisions for the allocation of council community properties to voluntary and community organisations and groups is implemented from 1 April 2020.
3. Adopt the framework for setting market rents in council community properties to be effective from 1 April 2021.
4. Agree that the provisions for allocating rent subsidy to eligible voluntary and community organisations and groups renting community properties owned or leased by the Council are implemented from 1 April 2021.
5. Agree that the provisions for allocating discretionary relief from national non-domestic rates to voluntary and community organisations and groups are implemented from 1 April 2021.
6. Delegate authority to the Director of Policy and Partnership in consultation with the Cabinet Member for Safer Croydon & Communities to make the administrative preparations required to implement the policy adopted under resolution 1.
7. Note the proposal to review this policy in 2023.

11/20

Stage 1: Recommendations arising from Scrutiny

The Chair of Scrutiny & Overview Committee noted that there were two recommendations from scrutiny and looked forward to receiving responses to these recommendations in due course.

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

RESOLVED: To receive the recommendations arising from the Scrutiny & Overview Committee (29 October 2019) and Children & Young People Sub-Committee (5 November 2019), and to provide a substantive response within two months (i.e. at the next available Cabinet meeting on 23 March 2020).

12/20

Stage 2: Response to Recommendations arising from Scrutiny & Overview Committee on 2 September 2019, Scrutiny & Overview Committee on 10 September 2019, Streets, Environment & Homes Scrutiny Sub-Committee on 1 October 2019 and Children & Young People Scrutiny Sub-Committee on 5 November 2019

The Chair of Scrutiny & Overview Committee noted that many of the recommendations had been accepted, however stated that further clarity was required in terms of the Veolia contract.

The response to the recommendations from the interim report of the Task & Finish Group was welcomed by the Chair of the Scrutiny & Overview Committee. It was noted that the support of the council was important and the work of the Communications team was appreciated for arranging for the consultation on school exclusions to be available on the website. Members were reminded to promote this consultation.

The Chair of the Streets, Environment & Homes Scrutiny Sub-Committee noted that the recommendations from the December meeting of the committee would be included in the Scrutiny Stage 1 report going to the February 2020 Cabinet; however also directed Members to the report on the Policy for council community properties, rent subsidy and rate relief for the voluntary and community sector which included the committee's recommendations. The Chair welcomed the committee's recommendations being considered in the formation of the final policy.

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

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

13/20

Investing in our Borough

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

RESOLVED: To approve the contract variation award for Timebridge Community Centre at a maximum contract value of £5,807,247, an increase by £1,807,247, over a term of 19 months as set out at agenda item 14a.

RESOLVED: To note

1. The contracts over £500,000 anticipated to be awarded by the nominated Cabinet Member, in consultation with the nominated Cabinet Member for Finance and Resources or, where the nominated Cabinet Member is the Cabinet Member for Finance and Resources, in consultation with the Leader, as set out in section 4.2.1 of the report.
2. The list of delegated award decisions made by the Director of Commissioning and Procurement, between 16/11/2019 – 17/12/2019, as set out in section 4.2.2 of the report.
3. The list of delegated award decisions for contracts over £500,000 in value made by the nominated Cabinet Member in consultation with the Cabinet Member for Finance and Resources or, where the nominated Cabinet Member is the Cabinet Member for Finance and Resources in consultation with the Leader since the last meeting of Cabinet, as set out in section 4.2.3 of the report.
4. Property acquisitions and disposals agreed by the Cabinet Member for Finance and Resources in consultation with the Leader since the last meeting of Cabinet, as set out in section 4.3 of the report.

14/20

Timebridge Community Centre and Fieldway Family Centre Contract Variation

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

RESOLVED: To approve the following contract variations to The McAvoy Group Ltd, in accordance with Regulation 30 of the Council's Tenders and Contracts Regulations and for the reasons detailed within the report:

1. The Timebridge and Community Centre Design and Construction contract variation for a new maximum contract value of £5,297,860. This new contract value includes a 5% contingency value of £302,896 and the new contract period of 18 months including 12 months defects liability period.

2. The design and contract of the permanent modular building contract variation for a new maximum contract value of £509,387 for the Fieldway Family Centre.

15/20

Exclusion of the Press and Public

The item was not required.

The meeting ended at 8.02 pm