

## Cabinet

Meeting held on Thursday, 18 February 2021 at 6.30 pm. This meeting was held remotely

### MINUTES

**Present:** Councillor Hamida Ali, Stuart King, Muhammad Ali, Jane Avis, Janet Campbell, Alisa Flemming, Oliver Lewis, Manju Shahul-Hameed, David Wood and Callton Young

**Also Present:** Councillor Jason Cummings, Lynne Hale, Maria Gatland, Simon Hoar, Yvette Hopley, Vidhi Mohan, Helen Redfern, Scott Roche, Andy Stranack, Louisa Woodley, Sean Fitzsimons, Robert Ward, Pat Clouder, Clive Fraser, Mario Creatura, Leila Ben-Hassel, Sherwan Chowdhury, Patsy Cummings, Nina Degrads, Felicity Flynn, Patricia Hay-Justice, Bernadette Khan, Shafi Khan and Toni Letts

**Apologies:** Councillor Jason Perry

**Officers:** Katherine Kerswell (Interim Chief Executive)  
Elaine Jackson (Assistant Chief Executive)  
Debbie Jones (Executive Director Children, Families & Education)  
Sue Moorman (Director of Human Resources)

### PART A

The Leader of the Council welcomed the members of the Improvement & Assurance Panel to the meeting.

15/21 **Disclosure of Interests**

There were none.

16/21 **Urgent Business (If any)**

There were no items of urgent business.

17/21 **Renewing Croydon Improvement Plan - Update**

The Leader of the Council informed Members that the report gave Cabinet a broad update on a number of areas relating to the council's improvement journey, including the Improvement Plan and the government's Rapid Review of the council which had been undertaken in November 2020 and published in February 2021. The Leader noted that it was encouraging that the Rapid Review report had recognised the efforts of both Members and officers to address the real challenges faced by the council. Additionally, the report to Cabinet covered the appointment of the Improvement and Assurance Panel which was welcomed by the council

as their support and advice over the following three years would be an important aspect to the improvement journey.

Members were informed that the report provided details on the consultation which had been undertaken on the proposed Terms of Reference for an external Improvement Board which had shown there was support for transparency but concerns were raised in terms of ensuring the diverse community could be involved in the work. In response to the consultation outcomes the report outlined the proposal to pause the development of an Improvement Board until July 2021 and develop a Community Panel which would provide greater transparency on the work being undertaken and would enable the council to bring together a diverse range of community partners.

The Interim Chief Executive, Katherine Kerswell, advised Members that Cabinet would receive update reports each month to ensure Cabinet were being fully informed of progress. It was suggested that at some meetings those updates would be longer than others. Members were advised that the Improvement and Assurance Panel were at the 'getting to know' phase with colleagues across the council and that work had been very positive to-date.

The Cabinet Member for Culture & Regeneration welcomed the creation of a Community Panel as part of the renewal process for the borough as it was recognised that it was important to hear the voices of Croydon residents during the challenging period, but questions were asked as to how the council would ensure that the Panel was representative of the broad diversity of the borough. In response, the Leader noted that concerns had been raised in the consultation that there would only be a single representative from each part of the community but it was recognised that the borough was diverse and the council wanted to hear from all groups. As such, it was noted that work was required to engage and facilitate that communication which would be reported to the Cabinet meeting on 22 March 2021.

It was queried by the Cabinet Member for Economic Recovery & Skills how the Community Panel would differ from the Improvement & Assurance Panel as it was recognised that it was important that the business, community and voluntary sectors were involved in the improvement journey. It was stated by the Leader that when the Improvement Panel was being considered there would be expertise in relation to social care and commercial matters and other issues which had been highlighted as particular concerns. This support on key areas of budget concern was now being provided via the Improvement & Assurance Panel. As such, it gave the council the opportunity to engage more directly with the communities of Croydon via a Community Panel which would include the business community.

The Cabinet Member for Communities, Safety & Resilience welcomed the move to introduce a Community Panel as there was a lot of interest within

the community to engage in a constructive manner with the council during its improvement journey. The Cabinet Member thanked partners from across the borough for their support and constructive engagement during difficult conversations.

It was stated by the Cabinet Member for Croydon Renewal that he had the benefit of sitting on a number of boards in the borough and had the opportunity to listen to communities. Avenues were open to hear from those groups, however it was noted that it was really important that the council reached out to those voices which had important perspectives which needed to be heard and did not have the opportunities which established groups had. As such, the Cabinet Member for Croydon Renewal suggested it was the responsibility of all councillors to find advocates within their communities who could be part of the process.

The Cabinet Member for Resources & Financial Governance further noted that his first interaction with the council had been as member of a community group and he stated that the Community Panel was a fantastic way of engaging the community, and communicating and receiving feedback on the work of the council. It was noted, however, that a key factor of which would define how successful the Panel was on ensuring complex information was accessible.

The Shadow Cabinet Member for Finance & Resources noted that the original Improvement Board was planned to meet in public, however queried how the Improvement & Assurance Panel would meet as expectations had been that there would be complete openness and transparency of meetings. In response, the Leader stated that the Minister for Housing, Communities & Local Government (MCHLG) had appointed the Improvement & Assurance Panel and had stated that their meetings would be conducted in private directly with the council. The Leader reported that the Chair of the Panel, Tony McArdle, had described the work of the Panel as driving progress within the council whereas the council's Community Panel would be focussed on engagement and it was hoped the Community Panel would be able to provide transparency on the council's journey.

Questions were asked by the Shadow Cabinet Member for Finance & Resources in relation to the departure of members of the Executive Leadership Team and how the council would maintain corporate memory when it was so important at a time of extensive change. The Leader noted that despite the departures it was business as usual for the council, and arrangements would be put in place to ensure all council functions and services were continuing, including the appointment of an Interim Section 151 Officer.

The Shadow Cabinet Member for Homes & Gateway Services requested confirmation as to whether the council's accounts for 2019/20 had been signed off by the external auditors, Grant Thornton, and if they had not

been signed off queried what the financial implications would be for the council, including its Improvement Plan.

The Leader confirmed that the 2019/20 accounts had not been signed off by Grant Thornton and ongoing discussions were taking place with the external auditor to facilitate their capacity to complete that work. A number of questions had been raised with the council and officers were seeking to provide the additional information requested. It was noted by the Leader that the council had been late in publishing the 2019/20 accounts and so the process had started later than normal. In terms of the financial implications, it was stated by the Leader that the 2021/22 Budget report due to be considered by Cabinet on 1 March 2021 would provide more detail and would take into consideration the potential implications of the auditor's view on the 2019/20 accounts.

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

**RESOLVED: To**

1. Note the updates provided in the report in relation to the Croydon Renewal Improvement Plan;
2. Note the report of the MHCLG Rapid Review team, and the Council's response to the recommendations and milestones;
3. Undertake further stakeholder engagement to develop a Community Panel, with the purpose of supporting openness and transparency of the Council's delivery against the Croydon Renewal Improvement Plan, with proposed membership and terms of reference reported back to Cabinet in March 2021 for approval; and
4. In recognition of the MHCLG appointed Improvement & Assurance Panel, implementation of the Croydon External Improvement Board be paused and reviewed in July 2021.

18/21

**Rent Setting Policy for Council Homes**

The Cabinet Member for Homes & Gateway Services informed Members that the report proposed a policy which aimed to clarify and codify existing practice within the council's housing department and ensure compliance with the rent standards set by the government.

Members were informed, as a means of background, that the rent standard had been revised in 2020 which had set social housing rents at Consumer Price Index, plus 1%. This had replaced the 2016 rent standard which had reduced social housing rents by 1% over a four year period.

It was noted that work on developing the Housing Strategy had been put on hold due to covid-19 and staff being redeployed to support other priority areas. The proposed Policy, the Cabinet Member noted, would require Council approval and, if approved, would form part of the Housing and Homelessness Strategy which was being developed.

The Cabinet Member noted that at paragraph 5.2 of the report it mentioned that the council had developed and purchased 95 homes for affordable rent but that existing social rented properties had not been converted to affordable rent. It was stated that no further conversions from existing social rented homes to affordable tenure were allowable.

Ozay Ali, Interim Director for Homes & Social Investment informed Members that officers have reviewed the council's rent policies to ensure they reflected guidance and best practice in the development of the proposed Policy. It was stated that compliance with government guidance on rents would support the council in delivering more homes in the future with it being possible to purchase up to 190 homes for the affordable homes programme. The Interim Director advised Members that the proposed Policy ensured compliance with government guidance, would enable the council to develop affordable housing and maintain current housing at rents which reflected best practice.

The Cabinet Member for Resources & Financial Governance welcomed the clarification the proposed Policy provided but queried whether an assessment had been undertaken on the council's ability to collect rent due to the challenging financial climate. In response, the Interim Director confirmed that modelling had not been possible on individual levels but confirmed that the proposed rent levels were within government guidelines for housing allowances support and local housing caps. The Policy sought to bring rent levels in line with the sector and it was not anticipated that there would be an increase in rent arrears as a result.

The Cabinet Member welcomed the question and stated that the Policy followed four years of 1% reductions which over 30 to 40 years would have impacted the Housing Revenue Account by around £200,000. Whilst it was recognised that a continued reduction in rents would be welcomed by residents it would make ensuring properties were maintained appropriately more challenging. The rise in rents would enable the council to maintain services which residents had come to expect and following discussions with resident groups it was noted that residents were satisfied with the proposal. The Interim Director further informed Members that the Policy would enable the council to build up reserves which would support work required to be undertaken to properties to comply with upcoming legislation, and ensure maintenance to housing to the best possible standard took place.

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

**RESOLVED:** To review the Rent-Setting Policy for Council Homes within the Housing Revenue Account (“The Policy”), at appendix 1 of the report and as detailed within the report and recommend to Full Council the adoption of this policy in accordance with Article 4.02 of Part 2 of the Constitution.

19/21

**Review of Brick by Brick Croydon Ltd: Brick by Brick Shareholder decision - the future of the company**

The Leader introduced the report noting that it marked a significant moment in the context of the council’s recovery and thanked Chris Buss, Consultant, for his work in reviewing the options for the future of Brick by Brick. Options before Cabinet were the product of two sets of detailed analysis which had been undertaken. The first of which was assess how the company was operating and the council’s relationship with the company. That report had also identified a series of possible options which required further analysis. It was reported that following that initial report in November 2020 progress had been made to progress the recommendations with the appointment of non-executive directors with significant financial experience. Furthermore, the company had appointed a Finance Director, which had been a key recommendation from PwC, and significant work was underway to review and reconcile the loan agreements which were in place.

It was stated that the second analysis, which was contained within the report before Cabinet, had been designed to support the council to make a decision on how to move forward in terms of the future of the company. The Leader stressed that a fundamental principle driving the consideration of the most appropriate option had been to minimise the loss to the public. The first report had set out seven options and following further analysis an additional option had emerged; that the council conclude its relationship with Brick by Brick in October 2021 with the completion of the 29 remaining sites. Cabinet were asked to agree that option, subject to further exploration of possibly selling the company which still posed risk and challenge, as outlined within the report, but it was felt that there was less risk to the council with this option.

The Cabinet Member for Culture & Regeneration thanked those involved in undertaking the assessment and developing the report. It was highlighted by the Cabinet Member that the report recommended loaning Brick by Brick an additional up to £10m; as such he sought reassurance that any additional lending would be monitored by the council to ensure terms and conditions were adhered to and that the money was repaid to the council. In response, the Leader confirmed that there was recommendation for the council to make up to £10m available to Brick by Brick. It was further confirmed that the sale receipts from those sites which were due to complete before October 2021 would be used by Brick by Brick to limit the lending to the company. Work was also underway to reconcile the number of loan agreements which were in place to ensure

there was absolute understanding between Brick by Brick and the council on those agreements.

Chris Buss, Consultant, confirmed that the loan agreements between the council and Brick by Brick were being worked through and that following a Cabinet decision a meeting would be held with the lawyers to review and finalise an agreement. Members were advised that the council would be, following agreement of the recommendations, dealing with an organisation with a finite future and as such there would not be an open ended arrangement in place. In terms of the loan of up to £10m, the Consultant advised Cabinet that the total amount was felt to be adequate based on the information which was available. It was recognised, however, that there was one large indeterminate which, was the level of sales. Should the anticipated sales not take place then the Consultant advised Members there may be cash flow issues which would then have to be considered.

The Cabinet Member for Resources & Financial Governance recognised that residents would be concerned that the council was proposing to lend Brick by Brick up to a further £10m. It was queried whether this proposed loan would be a better option in the long term and what the range of the loan would be. In response, the Consultant informed Members that the proposed loan would be up to £10m and would be the amount the company required. Two cash flow forecasts had been created which set the loan amount required to be between £5m and £10m.

The Consultant advised Members that the proposed loan was the equivalent to a bank overdraft and was a cash flow requirement. It was recognised that there was significant value in the properties which were almost near completion, however to reach the point where the full value could be realised a small additional loan was required. It was understood there would be scepticism as to whether an additional loan was required but the Consultant confirmed that he and the PwC consultants had looked at the issue in detail and the new cash flow forecasts had been provided by the Brick by Brick Finance Director; as such it was felt there was more certainty as to the reliability of the figures compared to those approved in the previous year's Business Plan. Whilst there was more certainty, the Consultant stressed that it was not guaranteed as it relied on people wanting to buy the properties when it was anticipated they would be sold.

The Cabinet Member for Croydon Renewal highlighted recommendation 1.2 of the report which was a change to a 100% debt model from 75%. It was noted by the Cabinet Member that external legal advice had been sought, which was included within the report, and suggested that there was not a concern in relation to subsidy control on the basis that the council was acting as a rational private sector party. However the Cabinet Member noted the council was not a private sector organisation and requested assurance that the 100% debt model was a sound and justified approach. In response, the Consultant noted that local authorities were governed by the Wednesbury Principles and he advised Members that he

was satisfied that the recommendations contained within the report were ensuring the council was acting in a reasonable manner as it would protect as much of the investments it had made as possible. The council would be acting as a private sector company in such a situation; that is if a small investment was required to realise a substantial amount of the whole investment made previously then it would be considered the rational approach as opposed to not making that investment and losing more money. To that end, the Consultant advised Members that it was felt that it was perfectly rational for the council to move to 100% debt model.

The Cabinet Member for Croydon Renewal further noted that recommendation 1.4 of the report required a report to go to a future meeting of Cabinet which set out the proposals for sites that Brick by Brick was returning to the council. Given the concerns related to those sites, the Cabinet Member queried when that report would be received by Cabinet. In response, the Interim Director of Homes & Social Investments, Ozay Ali, informed Members that a large amount of work had been undertaken to identify the large number of sites which were at various stages of development. One of the areas of work, Members were advised, had been to develop a resource plan to ensure the council could move forward, including purchasing properties and converting them to affordable rent. Additionally, the council was looking at how it could progress some, if not all, of the site for the delivery of future affordable housing. The Interim Director advised Members that this work would be progressed in the next quarter of the year and a subsequent report would be brought to Cabinet, outlining which sites could be delivered within the framework of an affordable housing programme, which could be sold to housing associations and which could be sold on the market. It was highlighted that not all sites would be suitable for the council to develop and those sites would be sold in line with the Interim Asset Disposal Strategy.

It was noted that some Members had expressed concern that some sites had been omitted from appendix 4 of the report and in response, the Consultant advised Members that in the body of the report it was recognised that the list was incomplete. Members were thanked for passing on additional information and were advised that the list was still being worked on to ensure it was as complete as possible. It was felt that it was important that officers were given some time to ensure the list of works by Brick by Brick was comprehensive.

In terms of the risk, the Cabinet Member for Croydon Renewal stated that he felt that the options before Cabinet were sensible but noted that there was a risk that Brick by Brick staff, which were essential to the company delivering schemes, would look for alternative employment before the final completion date of October 2021. Risks were also highlighted in terms of suppliers and contractors in terms of payment terms. In light of the identified risks, the Cabinet Member queried how they would be managed. In response to the Cabinet Member's question, the Consultant advised that he had been holding conversations with the non-executive



Directors of Brick by Brick on how to ensure the organisation was able to manage during what would be difficult period in terms of staffing and managing suppliers. Members were advised that the council would be effectively underwriting Brick by Brick's cash flow with a loan which would give suppliers and contractors some confidence that the company would not renege on sums due as it was not in the council's best interest to allow them to do so.

The Cabinet Member for Economic Recovery & Skills queried whether the potential impact of covid-19 and further lockdown restrictions had been taken into consideration. It was noted that the construction sector and its supply chain were able to operate during national lockdown but that there was a risk that the government guidance may change in light of new variants which were being transmitted. In response the Consultant advised Members that this had been considered by the consultants when they considered the options. The view was that impact of covid-19 restrictions would be negligible in terms of the build out progress, however should a more virulent variant of covid-19 come to the fore the government guidance may change. In terms of the current guidance, it was felt that there should be no impact other than that mentioned within the report.

Concerns were raised by the Cabinet Member for Children, Young People & Learning that some sites were missing from the list contained at appendix 4 of the report. Residents, it was reported, had queried whether sites would be developed by the council or an alternative developer and whether residents would be able to speak on further alternative proposals. Members were advised that each site would be considered individually and consideration would take into account resident concerns. However, it was noted that the council would need to take into consideration that there remained a need for affordable housing.

Members were informed by the Chair of Scrutiny & Overview Committee that the Committee had considered the report at a meeting held on 9 February 2021 alongside the Interim Asset Disposal Strategy. It was noted that the conclusions and recommendations from this meeting were contained within the Scrutiny Stage 1 report which was due to be considered later in the agenda of the Cabinet meeting. The Committee thanked the work of the consultants and officers for ensuring Members were briefed on the work being undertaken. It was reported that Members were satisfied that the proposed way forward represented the best option for the council; particularly in light of its reduced risk appetite. The Chair stated that he was supportive of the treatment of Fairfield Halls to return it to the public books in terms of debt.

Cabinet were informed that the Scrutiny & Overview Committee had looked at the risk in terms of the additional loan to Brick by Brick and whilst recognising that the loan was necessary, the Committee had requested a mechanism be put in place to enable further scrutiny of further loans. The Committee, it was reported, had welcomed the

reassurance that new risk management processes were in place but felt that the financial processes should be transparent as there would be intense public interest in the financial details of the company as set out in the Part B report. Whilst Members of the Committee understood the reason for confidentiality, they requested that it continually be reviewed and information be released to the public when it was no longer commercially sensitive.

The Chair reflected that when government policy or legislation changes it was pertinent that the council reconsider the mechanisms which it had put in place. It was felt by the Scrutiny & Overview Committee that a lesson should be learnt that when the council embarked on major programmes, review points should be put in place and the council should consider whether it should continue with the programme.

The Chair of Scrutiny & Overview Committee concluded that further investigations were required to understand how the past lending arrangements had been arranged and to ensure they were legally compliant.

The Leader thanked the members of the Scrutiny & Overview Committee for their work in considering the report and for providing recommendations on the report. It was noted that the external auditors, Grant Thornton, were undertaking a review in relation to the Fairfield Halls refurbishment works. It was further confirmed that work was ongoing to understand the previous loan agreements to Brick by Brick and potentially reconcile them into a single agreement which had clear terms and conditions.

The Deputy Chair of Scrutiny & Overview Committee queried whether it would be possible to publish on the council's website up to date information on Brick by Brick; including the sites which would be transferred to the council as concerns were raised that the information on the Brick by Brick website was misleading. Furthermore, the Deputy Chair queried whether the council had learnt from the experiences of other councils, such as Merton Council, when the options for the future of Brick by Brick were developed.

In response, the Consultant advised Members that following a decision by Cabinet officers would discuss updating the Brick by Brick website with the Directors to reflect that they would only be working on 29 sites. It was suggested that councillors could inform their constituents that if the site local to them was not listed one of the 29 sites listed in appendix 2 then the site would not be developed by Brick by Brick. Members were advised that a full appraisal process would be undertaken by the council on the remaining sites and once that had been completed there would be a report to Cabinet which would likely be considered by Scrutiny & Overview Committee before a decision was made. In terms of lessons learnt; the Consultant advised Members that he had not spoken to colleagues at Merton Council as their development company had only

reached the embryonic stage so it was felt that little could have been learnt from them but that they may learn from Croydon's experience.

The Shadow Cabinet Member for Homes & Gateway Services expressed concern that Brick by Brick would continue to be funded by Croydon tax payers. Whilst it was recognised that commercially sensitive information was contained within the Part B report, it was felt that residents had the right to know the details of the expected costs of the company. As such, the Shadow Cabinet Member requested confirmation from the Leader that all details and the impact of the decisions in relation to the future of Brick by Brick would be made available as soon as possible.

In response, the Leader stated that the work to agree the future of Brick by Brick had been undertaken to find the option which best protected and limited any further loss of the public's investment. However, to ensure the council secured the best result for tax payers it was appropriate that some information was restricted due to commercial sensitivity. In terms of the time frame that information could be made publically available, the Consultant advised Members that it would be dependent on how the council concluded its relationship with Brick by Brick; should the council sell the company early in the new financial year then the information could be released on the completion of the sale. However, should the council be required to remain involved until the completion of the build out in October 2021 then it may not be possible to release the restricted information until that point. The Consultant stated that he would not advise releasing the information as it included the council's assumptions of sale price and interested parties would base their offer on that price whereas it was felt that it may be possible to get a better deal if they did not know the council's assumptions.

The Vice Chair of Scrutiny & Overview Committee noted that previous documentation relating to Brick by Brick had included a funding agreement of 25% equity to 75% loan; however the reality had been 100% loan. As such, he queried who had made the decision and under what authority to change the loan agreement previously. The Consultant advised that he had been requested to look at the company and resolve the issues going forward and that he had not been asked to look at past decisions. The Leader stated that she was unable to confirm who had made the decision as she had not been involved in those discussions. It was however noted that the issue had been raised within the Report in the Public Interest. Given the council's concerns in relation to investing public money, the Leader stated that the 100% debt model was preferable.

The Shadow Cabinet Member for Children, Young People & Learning reported that residents had expressed concerns in relation to two sites in her ward, Drovers Road and Selsdon Road, which had not been transferred to Brick by Brick and queried when there would be certainty as to the future of the two sites. In response, the Leader confirmed that sites listed in Appendix 4 of the report would not be developed by Brick by Brick but officers would undertake an assessment on all the remaining

sites. A report following that assessment would be considered at a future meeting of Cabinet but that a date for that report being ready was not yet available.

*The Cabinet moved the recommendation to Exclude the Press and Public (minute no. 26/21) to discuss the Part B report. The Cabinet made the decisions below in Part A following the discussion in Part B.*

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

**RESOLVED: To**

1. Consider the PwC report including recommendations at Appendix 1 of the Part B agenda and the options set out in this report; agree to proceed with the option set out as scenario 2 of that report, which is a build out of sites by Brick by Brick combined with a sale of sites under construction whilst still considering the option of a sale of the business, with a further report to Cabinet in April / May 2021.
  - i. Note that, with any option, there will be further costs/resourcing (in particular the sale of the business option, in order to ensure the proper advice is obtained regarding valuation, legal and financial implications) and some write off of the Council's investment (as further explained in the Part B report)
2. Agree that revised funding arrangements be entered into with Brick by Brick to reflect the current loan positions and proposals for the future, including, where relevant, moving to a 100% debt funding position (as opposed to 25% equity and 75% debt); extending relevant loans and repayment periods; allowing delays with repayments of existing loans; agreeing to further funding of no more than £9.99 million in relation to sites proposed for Brick by Brick to continue developing (and only where absolutely necessary within an appropriate repayment period), and:
  - i. Agree that the Interim Chief Executive be given delegated authority to finalise and agree the terms of new/varied funding agreements to be entered into between the Council and Brick by Brick in consultation with the Section 151 Officer and Monitoring Officer and in consultation with the Leader, Deputy Leader and Cabinet Member for Resources and Financial Governance.
  - ii. Note the progress of the loan agreement review (recommendation 19 of the Report in the Public Interest), as detailed in paragraphs 3.13-3.15 of this report.

- iii. Note the advice at paragraph within the Part B paper regarding the legal implications of these proposed revised funding arrangements.
  - iv. Agree, where practically possible, to apply all funds being received from Brick by Brick first to the accrued interest and any subsequent funding will be used to pay back the principle loans
3. Agree for the necessary steps to be taken, in accordance with the Council's Tenders and Contracts Regulations, to appoint marketing agents to consider the disposal options for the College Green site (note, this is the site adjacent to Fairfield Halls which was due to transfer to Brick by Brick, but is currently held by the Council); the outcome of this options appraisal shall be reported back to Cabinet in accordance with the Council's governance processes.
4. Agree for the Council to review those sites Brick by Brick propose not to develop, as identified in Appendix 4, and to receive a future report to Cabinet on the potential use and future of each site (note, these are sites that had originally been intended to be transferred to Brick by Brick but are still held by the Council).
5. Agree that the plans to transfer the four sites identified in Appendix 4 from the Council to Brick by Brick proceed and, note, these sites will then be dealt with in accordance with recommendation 1.9 below.
6. Approve that the Council's Housing Revenue Account (HRA) can acquire residential units from Brick by Brick as part of this review and note that the concurrent report to Cabinet regarding the arrangements for the future development of social housing within the Housing Revenue Account business plan will include Brick By Brick developments sites as potential development options. The acquisition and development will be subject to a review of affordability and HRA revenue implications.

The Cabinet, on behalf of the Council, exercising its functions as sole shareholder of Brick By Brick Croydon Ltd, is recommended to:

7. Agree that Brick by Brick continue to build out those schemes currently on site and due to complete by October 2021 (as identified in Appendix 2)
8. Agree that, in the event risks arise which affect timely completion of those sites referred to in Recommendation 1.7, agree that:
  - i. Brick by Brick shall report to the Council's Interim Chief Executive regarding those risks, including any development, operational, legal or other risks;

- ii. The Council's Interim Chief Executive, in consultation with the Section 151 Officer and Leader, be authorised to decide:
    - a. whether the risks are such that selling the site(s) urgently would be more economically advantageous and in those circumstances, shall have the ability to authorise Brick by Brick to sell those relevant sites; or
    - b. whether a further review is to be carried out and reported to Cabinet for a decision.
9. Agree that, for those sites which have estimated completion dates beyond October 2021 (as identified in Appendix 2), Brick by Brick be authorised to:
- i. market the sites for sale and report back to the Council's Interim Chief Executive and Section 151 Officer regarding offers received;
  - ii. Subject to any objection by the Council's Interim Chief Executive in consultation with the Section 151 Officer and the Leader (note, this is to allow the Council the opportunity to consider whether continued build out of these sites might be more cost effective than offers received), sell those sites and, where necessary, novate any relevant contracts, such as building contracts, to the purchasers (for the avoidance of doubt, should the Council's Interim Chief Executive object, Brick by Brick shall not have the shareholder's authority to sell those sites).
10. Agree with the recommendation of the board of Brick by Brick to depart from the current Business Plan and no longer develop any site other than those sites identified in Appendix 2 (note, potential future transfers of interests in the work already undertaken will be the subject of a future report to Cabinet in accordance with recommendation 1.5 above).
11. Agree that these recommendations be adopted by way of shareholder resolution as revisions to the Business Plan of Brick by Brick Croydon Ltd, thereby requiring the company and Directors of the company to act on these recommendations and to carry out all necessary actions to give effect to them.
12. Require the Board of Brick by Brick to prepare and submit a revised Business Plan (by no later than May Cabinet) for adoption by the Council as shareholder, reflecting the decisions made under this report and to include the consequential impact on staffing and other relevant matters.

20/21

### **Interim Assets Disposal Strategy**

The Cabinet Member for Croydon Renewal informed Members that budget preparations were well underway, as had been discussed at a

meeting of the Scrutiny & Overview Committee earlier that week. Three objectives were at the heart of the budget preparation; strengthening financial discipline to ensure the council lived within its means, ensuring the delivery of the best quality services which the council can afford, and limiting liabilities with a particular focus on property and assets. In relation to the last objective, the Cabinet Member stated that the report was an essential step towards achieving that goal.

It was noted that the council fully accepted the need to review all of the assets it owned and undertake asset disposal so as to reduce its borrowing requirement and focus on core business. To that end, an Interim Assets Disposal Strategy had been developed to support that work and covered commercial assets, such as the Croydon Park Hotel, and surplus operational sites. The Cabinet Member stated the Strategy would, in combination with the Corporate Asset Management Plan, ensure the best use of the council's assets and complement the Capital Programme and the Medium Term Financial Strategy which were due to be considered at the following Cabinet meeting.

Following consideration by the Scrutiny & Overview Committee the report and Strategy had been updated in line with recommendations from the Committee including; ensuring ward councillors and Cabinet Members were consulted at the outset of the consideration of a disposal, the initial tranche of disposals were included in the Part A report, and additional information in terms of options considered for possible uses of Croydon Park Hotel had been included.

In terms of the options, including emergency and temporary accommodation, which had been considered in relation to the Croydon Park Hotel the Cabinet Member informed Members that he had seen the business case assessment for those options and was in agreement with the officer judgement that it would not be affordable and therefore viable option. To that end, the Cabinet Member highlighted the recommendation to appoint a tier one agent to prepare a marketing strategy and subject to approval manage a sales process for the Croydon Park Hotel with a report to Cabinet in September 2021.

The Cabinet Member noted that Members had raised that it was important that the council achieved best consideration whilst balancing the current economic climate with the timing of the disposals. It was noted by the Cabinet Member that achieving best consideration could be achieved by securing planning permissions on sites to add value to the asset. Additionally, he noted that Members had queried whether community led initiatives could be considered for the sites. The Interim Director of Homes & Social Investments advised Members that the approach to best consideration was set out as sections 6 and 7 of the report, which would include robust business cases. The process, it was confirmed, would include early consultation with ward councillors and Cabinet Members.

The Interim Director advised Members that the programme had been structured with “quick wins” at the start with assets which were larger liabilities for the council. More challenging assets would still go through the same process but it was recognised that additional work may need to be undertaken before they were put on the market, such as moving services to more appropriate settings. Members were advised by the Interim Director that the purpose of the Strategy was to deliver best value and to reduce the holding costs that many assets incurred, so as to deliver better value for the local taxpayers.

The Leader requested clarification on what achieving best consideration would mean, particularly in the context of the position of the council. In response, the Interim Director stressed that the business case was critical at the early stage of the process. As part of the process officers would be assessing the cost of retaining the building and professional valuation advice would be sought. On sites, Members were advised, investment to save initiatives would be considered which could involve seeking planning permission for the site. However, each site would be considered individually and investment would only be made where it was financially beneficial and could be made in a timely fashion. In terms of approach, the Interim Director informed Members that local agents would be used for the sale of some assets whereas tier 1 agents would be used for the large strategic assets.

In response to the Cabinet Member for Economic Recovery & Skills query as to the resource requirement to implement the Strategy, the Interim Director advised Members that the resource plan included bringing in commercial expertise to handle the sales and redeploying staff to support with other work, such as the Housing Revenue Account sites. It was stressed that commercial property sales was a particular skill that the council would seek to utilise in the short term to begin the programme and develop within the council to support the management and disposal of assets going forward.

The Cabinet Member for Resources & Financial Governance noted that a Project Management Office (PMO) had been set up which would drive forward a large amount of the improvement work within the council and questioned whether there were links between the PMO and the work of the team supporting the asset disposals. In response, the Interim Director confirmed that asset sales would form part of the corporate programme management approach as it was imperative that there was only one version of the truth and in terms of asset disposal there would be monthly reporting to the senior management team.

The Chair of Scrutiny & Overview Committee (SOC) welcomed the changes made to the report in response to the recommendations of the Committee. It was reported that the Committee were generally satisfied with the proposed approach but, when the Committee considered the report, it was felt that there was insufficient detail in relation to Croydon



Park Hotel to come to a conclusion on whether disposal was the best option.

It was noted for the Chair of SOC that there had been considerable public interest in the list of assets proposed for disposal and the inclusion of the tranche 1 list in the Part A report was welcomed. The Chair of SOC further stated the Committee had strongly advocated that ward councillors be involved in the process to utilise their local knowledge. As such, the Councillor raised that the future of Croydon Park Hotel was a concern for the residents of his ward and he welcomed being kept informed so he could inform residents of the process that had been undertaken to reach the decision to sell the asset.

The need to achieve best consideration when disposing of assets was raised by the Chair of SOC as the Committee had recognised that it supported the aim to reduce borrowing and interest costs to the council. In conclusion, the Chair of SOC requested that the final strategy be taken to scrutiny for consideration before adoption and took into account the lessons which had been learnt during the period of the Interim Asset Disposal Strategy.

The Cabinet Member for Croydon Renewal stated that he felt that scrutiny's contribution to the development of a substantive strategy would be welcomed.

In response to the quick sale of properties identified in tranche 1, the Cabinet Member stated that the majority of those properties were empty, disused or soon to be disused buildings which were no longer required by the services, and so lent themselves to immediate disposal. It was stressed, however, that the business case and governance would be important elements to provide assurance to Members that due consideration was given to each asset and that best consideration was achieved.

The Shadow Cabinet Member for Finance & Resources noted that the purchase of Croydon Park Hotel had attracted comment and controversy since its purchase in 2018 and queried whether, given the council was looking to dispose of the asset, the council could accept that the purchase of a hotel was not a good idea.

In response, the Cabinet Member for Croydon Renewal accepted that the decision before Cabinet was a clear indication that the Administration did not feel that it was a sensible investment in the current economic and financial climate, especially as business cases had evidenced there were not alternative uses for the hotel. It was recognised that there were significant holding costs associated with the site. The recommendation within the report, however represented the necessary means by which the council could secure capital receipts which would support the council financially.

It was noted by the Cabinet Member for Croydon Renewal that the previous asset investment decisions were decisions which many local authorities had taken as a means to maximise revenue for the council and it was stated by the Cabinet Member that other asset investments, such as the Colonnades and Vulcan Way continued to generate net returns for the council. However, the council's risk appetite had changed to reflect the circumstances it faced and as such the Cabinet Member was happy to recommend to Cabinet that it approve the recommendation to dispose of the Croydon Park Hotel.

*The Cabinet moved the recommendation to Exclude the Press and Public (minute no. 28/21) to discuss the Part B report. The Cabinet made the decisions below in Part A following the discussion in Part B.*

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

**RESOLVED: To**

1. Approve the Interim Asset Disposal Strategy and note the first tranche of proposed sales which is set out in appendix A of the report
2. Approve the proposed list of assets for disposal and to progress the marketing of the initial tranche of asset disposals as set out in appendix 3 of Part B of the report including specific approvals for:
  - i. Valuation fees for the proposed disposals
  - ii. Other cost of sales budgetary requirements as included in appendix 3 of the report.
3. Approve the proposed approach for the disposal and marketing of the Croydon Park Hotel as detailed in section 8 of the report.
4. Note the requirement for additional resource to successfully manage and achieve this major project.

21/21

**Croydon Equalities Strategy**

*This item was taken as the second substantive item of the meeting following the Renewing Croydon Improvement Plan – Update.*

The Cabinet Member for Communities, Safety & Resilience thanked the Equalities Manager, Yvonne Okiyo, and Director of Policy & Partnerships, Gavin Handford, for all of their work in developing the new Equalities Strategy. It was stated by the Cabinet Member that the council had a clear vision for Croydon to be a place of opportunity where everyone could belong. The challenge for the council was to make a difference through its work to continue to improve the life chances and lived experiences for its residents. It was noted that Cabinet was being asked to refer the adoption

of the Equalities Strategy and new equality objectives to Council for adoption and to note the engagement and consultation which had been undertaken to develop the new Strategy.

The new priorities outlined within the Strategy were to address social inequalities through the council's role as a community leader and employer, that the council work with residents to better understand the communities within the borough and that residents are encouraged and supported to live healthy lives. It was highlighted that the outcomes within the report closely aligned with the Equality Framework for Local Government. Additionally, the Equality Peer Challenge by the Local Government Association which had taken place in 2019 was also drawn upon to develop the Strategy.

The Cabinet Member thanked the Scrutiny & Overview Committee, partners and stakeholders for their invaluable feedback throughout the drafting process of the Strategy which had been incorporated where possible.

It was highlighted that the Strategy was designed to be a living document which was owned by the council and ran through all aspects of the council's activities. At Section 4.7 of the report, it was noted by the Cabinet Member outlined that a high level board would be formed to coordinate the arrangement for embedding the policy and managing the implementation of the Strategy. As outlined within the appendices, each outcome had been considered on what actions would be taken and what success would look like with realistic timelines.

It was stated by the Cabinet Member that work had begun to align the Strategy with existing strategies and policies to avoid duplication and ensure there were compatible objectives throughout all of the policies and strategies of the council. It was recognised that the council was in a very different position than it was when work on developing the Strategy first began but the Cabinet Member assured Members that they had reappraised the objectives to reflect the new priorities and ways of working; as such it was suggested the document was working towards delivering achievable ambition.

The Leader also thanked the Equalities Manager and the Director of Policy & Partnerships for their work in developing the Strategy as it was recognised that a huge amount of work had gone into its development and also supporting the Peer Review. Tackling structural inequality was stated to be a central consideration of the work of the council.

The Equalities Manager thanked Members for their support in developing the Strategy but noted that it was just the beginning and that work would continue to deliver the objectives within the Strategy.

The Interim Chief Executive, Katherine Kerswell, noted that given the issues which the council was tackling it may seem to some that tackling

inequalities was not the most important area of consideration. However, for the management team, and for the council as a whole, this was fundamental aspect of the Croydon Renewal Improvement Plan. The Interim Chief Executive advised Members that a new council was being built that would be financially balanced over the following three years and that it was integral that equalities ran through every aspect of what the council did and it was important that the Strategy was a living document.

Whilst it was recognised by the Interim Chief Executive that the council had statutory duties to fulfil; the principles and objectives of the Strategy were far reaching and it was important to ensure that the council lived them. Members were advised that the Interim Chief Executive and her colleagues were fully committed to the delivery of the Strategy.

It was noted by the Director of Policy & Partnerships, Gavin Handford, that the Strategy was a culmination of 12 months' work with the aim being to engage councillors from across the Chamber throughout the development as well as engaging the communities of Croydon. The Director highlighted that the Equalities Manager had undertaken a large volume of research and sought to understand best practice from across local government and the wider public sector which could be seen within the Strategy.

The Cabinet Member for Sustainable Croydon thanked all involved on producing the Strategy during the middle of a pandemic. It was noted that the diverse communities of Croydon, and in particular the BAME community, had been significantly impacted by covid-19 and queried how the Strategy would support ongoing work to support those communities and overcome inequalities. In response, the Cabinet Member for Communities, Safety & Resilience noted that there were specific objectives in relation to health. In particular, it was highlighted that the report included a section on the inequalities faced during the pandemic.

The Equalities Manager further advised Members that during the development of the Strategy there had been two main aspects to consider; the Black Lives Matter movement and covid-19 and the disproportionate impact of the BAME community. The report, it was stated, included references to the need to incorporate social economic determinants of health within strategies in relation to the economy to support the development of an inclusive economy with sustainable quality jobs. Members were advised that there were two specific objectives which sought to tackle the issue; upskilling of residents in terms of qualifications and ensuring they were job ready, but also in terms of health there was an objective to work with health partners and to use data to inform future provision. Finally, the Equalities Manager highlighted the importance of the document being a living document to ensure it was able to adapt to the developing needs of communities and reflected other upcoming strategies of the council.

The Cabinet Member for Resources & Financial Governance queried how the council would tackle the middle management blockages of increasing diversity within the workplace. In response, the Interim Chief Executive advised Members that her position was that equalities should be a central element of the organisational development programme and that it should be an integral part of how managers managed their teams to ensure a working environment where staff can thrive was formed. She stated that she felt there were a number of ways you could encourage middle managers to see the opportunities to support and develop staff. It was important to ensure managers were properly trained to enhance and recognise talent within their teams which she hoped to encourage within Croydon.

It was stated by the Cabinet Member for Children, Young People & Learning that the Strategy reflected the heart of what Croydon aimed to be and she welcomed the commitment to tackle issues such as child poverty. It was further noted that there was a focus within the Strategy in providing the best start in life for children, with educational attainment be key factor and tackling the disproportionate impact of exclusions. The Cabinet Member for Children, Young People & Learning stated that the Southbank University will be opening a campus in Croydon in 2021 which would support and train the next generation of nurses which was hoped would support with training residents to acquire sustainable jobs. The Equalities Manager was thanked for her work on the Race Equality Review Board and for supporting the development of the Strategy.

The Chair of the Health & Wellbeing Board noted that work continued to be undertaken which focussed on the health inequalities in response to the impact of covid-19 on BAME groups. Workshops had taken place with colleagues from the BAME Forum and the Asian Resources Centre and specific targeted work was ongoing within the community. Members were informed that the Health & Wellbeing Strategy would be updated to take into account the issues raised in relation to health inequalities in the borough.

The Cabinet Member for Economic Recovery & Skills highlighted the importance of upskilling and reskilling of residents in light of the high unemployment rates and with around 57,000 residents on furlough. The Equalities Strategy, it was stated, would play a big part of the economic recovery of the borough following the pandemic with the creation of green jobs and addressing the skill shortage within the health and social care sector.

It was noted by the Shadow Cabinet Member for Safer Croydon & Communities that equalities was an important aspect and was specifically important to me but raised concerns as to the lived experiences of residents. It was highlighted by the Shadow Cabinet Member that his own experience, of being a councillor with a disability, had not been positive; following being appointed a Shadow Cabinet Member in 2019 he spoke to the Interim Chief Executive about support which could be provided to

ensure he was able to undertake his role. Office space and accessible parking had been arranged following that meeting, however he had not been contacted by the Head of Equalities to discuss reasonable adjustments to support him to undertake his role, as had been agreed. Concerns were raised that if the council was unable to meet its obligations under the Disability Discrimination Act to make reasonable adjustments then there was little hope for residents that positive change would take place. The work undertaken on the Strategy was commended by the Shadow Cabinet Member but he remained concerned that there was a culture of writing good strategies in Croydon but there was less success in the implementation of those strategies.

The Cabinet Member for Communities, Safety & Resilience committed to speak with the Shadow Cabinet Member to ensure reasonable adjustments were made. Furthermore he welcomed working with the Shadow Cabinet Member going forward to ensure the council was able to tackle the issues the Strategy spoke to.

The Director Policy & Partnerships apologised that the Shadow Cabinet Member had not had a meeting to discuss his requirements and committed to speaking with him to discuss the adjustments which could be made.

It was stressed by the Leader that the Strategy was central to the council's improvement journey. It was noted that organisations that excelled in tackling inequalities made better decisions.

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

**RESOLVED: To**

1. Refer the adoption of the Equalities Strategy to Full Council with a recommendation for approval.
2. Refer the adoption of the new Equalities Objectives to Full Council with a recommendation for approval.
3. Note the engagement and consultation that has been undertaken to develop this strategy and supporting action plan to deliver its key priorities. Its content is applicable across the borough and is intended to benefit all our staff, residents and communities and thereby all who live and/or work in the borough, or working directly with Croydon's residents and communities.

22/21

**Education Standards**

*Due to technical difficulties experienced by Councillor Flemming this item was taken as the last substantive item of the agenda.*

The Cabinet Member for Children, Young People & Learning noted that the report covered the work which the council had done with schools to support children and young people during the unprecedented times of the pandemic. It was highlighted that this report did not include progress data as young people's results in 2020 were based on teacher assessments rather than exam results; as such the Department for Education had not published progress data for the previous academic year. Additionally, achievement data had not been provided in the report due to the impact of covid-19.

It was noted that the council had been supporting and working alongside schools in the borough since March 2020 to ensure outcomes were being delivered for young people. It was highlighted that this was an area which would need to be monitored closely going forward, particularly with phonics screening. The Cabinet Member noted that it was important that all young people, including those who had been home schooled and those who had continued to attend schools, were supported with additional learning where necessary.

The Leader recognised how challenging the previous year had been for young people and teachers and thanked all those who had been involved in ensuring education provision continued throughout the pandemic.

The Shadow Cabinet Member for Children, Young People & Learning applauded the work of the schools, and those supporting the schools, during such a difficult year. It was noted, however, that the pandemic had widened existing gaps between groups of young people and high and low performing schools. Furthermore, concerns were raised that with the financial difficulties facing the council that early help and adolescent services would be cut, especially as the Children, Families & Education department continued to overspend. The Shadow Cabinet Member queried whether it was a concern that support would be reduced for the most vulnerable children and families in the borough.

In response, the Cabinet Member stated that the majority of school funding was grant funded and was transferred directly to the schools. In relation to the concerns raised in terms of safeguarding of young people, the Cabinet Member stressed that social care had ensured, where possible, that young people were supported within the school setting and those who were home schooled and were eligible for free school meals were in receipt of sufficient school vouchers.

The Cabinet Member further noted that it was widely recognised that gaps would increase and stated that she had been working with the Children's London Policy Board to understand what a post covid-19 situation would look like for young people; including their mental and physical health. The Cabinet Member stressed the council had been supporting schools and young people throughout the pandemic and noted the impact would be further reaching than just financial but that the council would continue to provide support.

The Chair of the Children & Young People Scrutiny Sub-Committee raised concerns that some children continued to not have access to the necessary computer hardware and data required to participate in home learning and queried whether there was work which could be done to support those children long term as further investment was required to ensure they were able to access learning opportunities remotely. In response, the Cabinet Member noted that access to computers for young people had been a national problem and whilst some Croydon students had been able to access resources, not all had been able to. It was stated that the Cabinet Member had discussed this matter with the Interim Director of Education (Shelley Davies) who would provide further information directly to the Chair of the Scrutiny Sub-Committee.

The Cabinet Member highlighted the work of a number organisations across the borough to support young people accessing learning; including providing computers or where devices were not available schools, such as St Mary's Catholic School, had set up mobile buses for students to collect books and materials to continue with their education at home.

The Chair of the Scrutiny Sub-Committee noted that excellent work had been done but requested that figures were provided so that all involved could work towards ensuring no child was without access to the remote learning.

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

**RESOLVED:** To note the contents of the report and to recognise the work of staff in schools to support Croydon's children and young people.

23/21

### **Scrutiny Stage 1: Recommendations from Scrutiny & Overview Committee**

The Chair of Scrutiny & Overview Committee noted that recommendations in relation to the Brick by Brick report and Interim Asset Disposal Strategy had been discussed earlier in the meeting whilst the items were considered. The final set of recommendations were from a meeting of the Children & Young People Scrutiny Sub-Committee. The Cabinet were asked to receive the recommendations.

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

**RESOLVED:** To receive the recommendations arising from meetings of the Children & Young People Sub-Committee held on 19 January 2021 and Scrutiny & Overview Committee held on 4 & 9 February, and to provide a substantive response within two months (i.e. at the next available Cabinet meeting on 22 March 2021).



24/21

**Stage 2 Response to Recommendations arising from Children & Young People Sub-Committee held on 3 November 2020, Health & Social Care Sub-Committee held on 10 November 2020 and Scrutiny & Overview Committee held on 17 November 2020**

The Chair of Scrutiny & Overview Committee noted that all but one recommendation had been received which was in relation to the roles of the Scrutiny & Overview Committee and General Purposes & Audit Committee in terms of the Croydon Renewal Plan. It was noted that the Constitution would be reviewed and updated, where necessary, to capture any additional governance responsibilities in relation to the Croydon Renewal Plan.

The Chair of Children & Young People Scrutiny Sub-Committee thanked the Cabinet Member for Children, Young People & Learning for their constructive responses to recommendations.

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

25/21

**Call-In Referral to Cabinet: Emissions Based Parking Charges**

The Cabinet Member for Sustainable Croydon informed Members that the report was in response to the referral and recommendations from the Scrutiny & Overview Committee in relation to the call-in on Emissions Based Parking Charges. During its consideration of the called-in decision the Committee had considered a number of areas including the environmental and economic impact of the proposed removal of free parking bays; in particular in district centres.

Following its consideration, it was noted by the Cabinet Member that the Scrutiny & Overview Committee had recommended that the free parking bays be retained and a report be taken to a future meeting of the Traffic Management Advisory Committee to consider future parking policies. The Cabinet Member thanked the Committee for reviewing the decision and the points raised.

The Lead Opposition Member for Scrutiny welcomed the end to the suspension of free parking and requested confirmation that any future decisions on parking would be evidence led and would take into consideration local circumstances. In response, the Cabinet Member confirmed that future decisions would use available data.

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

**RESOLVED: To**

1. Note the grounds for referral made by the Scrutiny & Overview Committee on the Emission-based Parking Charges key decision.
2. Agree that:
  - 1) Parking charges across the Borough are increased in line with the recommendations made in  
Key Decision No.: 5120ETR - Parking charges review  
January 2021  
Key Decision No.: 0220PL - EMISSION-BASED PARKING CHARGES
  - 2) That where current free parking bays exist across the Borough that these remain free for the current time and that to note that a report will be submitted to the Traffic Management Advisory Committee that will explore the options available to achieve the policy outcomes required within the Parking Policy.

26/21

**Exclusion of the Press and Public**

The following motion was moved by Councillor Flemming and seconded by Councillor Young to exclude the press and public:

“That, under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within paragraph 3 indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended.”

The motion was put and it was agreed by the Committee to exclude the press and public for the remainder of the meeting.

27/21

**Review of Brick by Brick Croydon Ltd: Brick by Brick Shareholder decision - the future of the company**

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

**RESOLVED:** To approve the recommendations set out in Part A (minute no. 19/21).

28/21

**Exclusion of the Press and Public**

The following motion was moved by Councillor Campbell and seconded by Councillor King to exclude the press and public:

“That, under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt

information falling within paragraph 3 indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended.”

The motion was put and it was agreed by the Committee to exclude the press and public for the remainder of the meeting.

29/21

### **Interim Assets Disposal Strategy**

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

#### **RESOLVED: To**

1. Approve the Interim Asset Disposal Strategy
2. Approve the proposed list of assets for disposal and to progress the marketing of the initial tranche of asset disposals as set out in appendix 3 of Part B of the report including specific approvals for:
  - i. Valuation fees for the proposed disposals
  - ii. Other cost of sales budgetary requirements as included in appendix 3 of the report.
3. Approve the proposed approach for the disposal and marketing of the Croydon Park Hotel as detailed in section 8 of the Part A report
4. Note the requirement for additional resource to successfully manage and achieve this major project.

The meeting ended at 9.19 pm