

**COUNCILLOR MIKE FISHER  
LEADER OF THE COUNCIL**

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**ITEMS CONSIDERED AT 16 OCTOBER 2012 CABINET**

**1. Compulsory Recycling – Consultation Results**  
Cabinet Member: Councillor Phil Thomas

At its meeting on 9<sup>th</sup> July 2012 Cabinet agreed that officers undertake a public consultation on the options for the introduction of compulsory domestic recycling (Min. A87/12). Cabinet considered a report that set out the details of the recent public consultation on the proposal to introduce compulsory recycling scheme and will be seeking agreement from Cabinet to its introduction from 7 January 2013.

Croydon has developed a comprehensive range of waste and recycling collection services, with the latest expansion to the service occurring in October 2011, when food waste collections were successfully introduced across the borough.

Recycling rates within the borough have improved from 16% in 2005/6 to 33% in 2010/11 and 38.1% during 2011/2012. This is against a backdrop of rapidly increasing costs associated with the landfilling of waste due to the annual £8 increment on the per tonne cost of landfill tax, currently £64 per tonne and due to increase to £80 per tonne on 1 April 2014.

Many residents habitually recycle and as detailed in the report, for those residents that have difficulty accessing and or using the council's recycling & landfill collection services, assisted collections are available. However there are a minority who have access to collection services who are able to recycle but choose not to and this impacts upon their immediate environment and all waste continues to go to landfill. It is properties of this nature that this policy is targeted towards.

Compulsory recycling is considered to be the next logical step in the Council's approach to reducing landfill costs and decreasing the budgetary pressure from increasing landfill taxes, whilst engaging with residents who impact upon the public amenity of their locality.

The approach would involve identifying those properties and residents that fail to recycle, or have not requested assistance, and then to observe what is

presented for collection over a period of weeks. This would be followed by engagement with those properties who have presented nothing and monitoring of their collections to assess whether they have started recycling. If they still fail to recycle, communications and enforcement action will then be implemented.

Cabinet **RESOLVED** having considered the results of the public consultation regarding the introduction of Compulsory Recycling scheme, to agree to the implementation of a Compulsory Recycling Scheme with effect from 1 January 2013.

**2. Business Rate Relief Scheme**

Cabinet Member: Councillor Vidhi Mohan

Cabinet considered a report noting the principles and the start of the Business Rate Relief scheme (BRRS).

The Croydon New Town BRRS is funded by £1,114,335 revenue grant funding to London Borough of Croydon from the GLA. The funding draws down part of the £5m revenue grant announced by the Mayor in November 2011 for an integrated Business Support Package (BSP) to support enterprise and growth across Croydon. 'Stage 2' final approval was given by the GLA in July 2012.

The BSP is intended to encourage office renewal, inward investment, business retention and create a new innovation centre to attract high growth businesses – all with a view to stimulating employment growth in the centre.

**Cabinet RESOLVED to:**

Note the principles and the start of the Business Rate Relief scheme (BRRS) as follows:

The duration of the scheme is 1 October 2012 to 31 March 2015.

**Eligible Businesses**

- Rateable value of £25,500 and over;
- Will operate within the CNT area;
- Less than 250 employees;
- Turnover of less than £40m.

**The BRRS will be offered to:**

- New businesses moving to the borough (including existing businesses not currently based in Croydon) and;
- Growing businesses that are relocating to take on additional space and create employment.

**3. Safeguarding Adults Annual Report**

Cabinet Member: Councillor Margaret Mead

The Safeguarding Annual Report 2011-12 sets out key aspects of the work of the Croydon Adult safeguarding board over the past year. Safeguarding boards are now being established on a statutory basis. Under the draft Care and Support Bill of July 2012, each Local Authority must establish a Safeguarding Adults Board.

Cabinet considered a report that set the Croydon context with respect to adults at risk.

It also covers:

1. The direction of adult safeguarding
2. Dignity in Care Standards
3. Reference to key national safeguarding documents produced in 2011-12
4. Service level concerns
5. Protecting adults at risk: London multi-agency policy and procedures to safeguard adults from abuse
6. Key trends in safeguarding activity during 2011/12 and comparisons with earlier years
7. Progress report in respect to the objectives in the safeguarding adults strategy 2010-2015
8. The Winterbourne abuse scandal of 2011 - Implications for Croydon
9. Serious Case reviews
10. Multi-agency partnership reports
11. Reports from the Safeguarding Board Subgroups

Cabinet **RESOLVED** to endorse the content of the multi agency annual safeguarding adults' report.

**4. Joint Health & Wellbeing Strategy: draft strategy document**

Cabinet Members: Councillors Margaret Mead & Tim Pollard

The Health and Social Care Act 2012 ('the Act') introduced a new responsibility for local authorities and their partner clinical commissioning groups to consider the needs identified by the joint strategic needs assessment (JSNA), agree priorities for addressing those needs and set them out in a written strategy ('a joint health and wellbeing strategy'). The Act sets

out the expectation that this work be taken forward by the local Shadow Health and Wellbeing Board. From 1 April 2013 health and wellbeing boards are expected to become a committee of the local authority subject to Regulations.

Cabinet considered a report outlining the process taken in developing the joint health and wellbeing strategy for Croydon. The draft strategy document appendix 1 of the Cabinet report. This contains the vision and draft outcomes framework previously agreed by Croydon's Shadow Health and Wellbeing Board ('the Board'). It also includes priorities discussed at the Board workshop on 28 October 2011 and revised in the light of responses to the public consultation which ran between 25 June and 7 September 2012. Work to inform the development of the strategy document including the equalities impact assessment, full consultation response and review of the evidence used to inform the strategy will be published alongside the strategy.

Cabinet **RESOLVED**:

1. to agree the draft health and wellbeing strategy at Appendix 1 to the Cabinet report prior to its referral to the shadow health and wellbeing board for comment; and
2. that authority to agree any revisions to the draft strategy following comments from the shadow health and wellbeing board and subsequent agreement to the final version of the strategy be delegated to the cabinet member for adult services and health.

#### **5. Integrated Commissioning Unit for Health and Social Care**

Cabinet Members: Councillors Margaret Mead & Tim Pollard

Cabinet considered a report outlining proposals to establish an integrated commissioning unit for health and social care in Croydon. It describes the drivers for change as efficiency, effectiveness and strengthening quality, and also refers to the opportunities presented through the organisational change brought about by the Health and Social Care Act 2012. In addition it sets out the principles on which integration would be based, the parameters, the benefits and risks, the programme of work and the timescales involved.

The establishment of an Integrated Commissioning Unit (ICU) would not alter or dissipate the statutory responsibilities of the CCG or the Council, including their decision-making roles and formal processes. All Decision-making relating to commissioning would, as now, remain the responsibility of the relevant body: the CCG (Health) and the Council (for adults & children's social care).

**Cabinet RESOLVED** to agree to the establishment of an integrated commissioning unit for health and social care to be based and managed within the Council with dual accountability to the Clinical Commissioning Group (CCG) for health services, and to the Council for adults and children's social care services.

## 6. Your Croydon Counts

Cabinet Member: Councillor Steve O'Connell

Croydon Counts is the borough's quarterly performance report, focused on the issues that matter most to our residents.

Based on feedback from Cabinet and members of the public, the look and feel of the report has been changed with the following objectives;

- To ensure a sharper focus on priority issues and the impact that the Council, together with partners, is having in each area;
- To ensure that the information we report is accessible, transparent, clear and concise; and
- To report only new and fresh data that helps us to understand our achievements and challenges on the issues that matter most to our residents; and
- To minimise reporting on inputs and processes and focus instead on outcomes delivered for our residents and customers.

**Cabinet RESOLVED** to note highlighted performance indicators and accompanying commentary within appendix 1 of the Cabinet report.

### ITEMS CONSIDERED AT 12 NOVEMBER 2012 CABINET

## 7. Commissioning Toolkits

Cabinet Member: Councillor Sara Bashford

The Council's Commissioning Strategy (the Strategy) outlines the ideal for commissioning practice in local authorities. An Authority that is good at commissioning does the following things well:

- Understands and challenges needs and priorities;
- Challenges existing, and reviews alternative, service delivery models;
- Decommissions services where appropriate;
- Focuses on outcomes;
- Influences and has greater impact on the market - encouraging diversity of providers, building capacity and sustainability in the third sector;
- Commissions in partnership, and
- Promotes sustainable and responsible procurement;

Effective commissioning is particularly important because around £340m (or 34% of the Council's total budget) is spent externally each year commissioning and procuring goods and services from third parties. Getting commissioning right, therefore, is important in order to ensure that the Council

continues to deliver the right services, to the people that need them most.

As part of the Council's Commissioning Strategy a commitment was given to provide a number of toolkits and handbooks and a training programme to support the framework. The report considered by Cabinet introduces:

- A Social Value Toolkit
- A Decommissioning Toolkit
- An 'Expert Commissioning' training programme

Cabinet **RESOLVED** to accept and support the Croydon Council Social Value and Decommissioning Toolkits and supporting training programme as key commitments within the existing Commissioning Strategy and an additional supportive framework to the Tender and Contract Regulations, which are part of the Council's Constitution.

**8. Draft Croydon Economic Development Plan: 2013 – 2018 & Draft Croydon Skills and Employment Plan 2013 – 2018**

Cabinet Member: Councillor Vidhi Mohan

Cabinet considered a report that presented the draft Economic Development Plan and the draft Skills and Employment Plan to be released for public consultation. These two strategic documents outline the priorities for action in terms of economic development and skills and employment for the borough.

Croydon's current Economic Development Strategy Refresh covering the period from 2010 to 2012 has played a major role in defining how the borough is meeting the challenges of the economic downturn, but it is necessary to review the current economic performance and set out revised priorities for action for the next five years. This is the core of the proposed new Croydon Economic Development Plan 2013 – 2018 (the ED Plan).

Croydon Skills and Employment Plan 2013 – 2018 (the SE Plan) is the first document of its kind for the borough. It was developed over a period of time by a partnership from all three sectors facilitated and led by Croydon Council. The SE Plan is presented alongside the ED Plan as it covers an essential element of the economic development agenda – how local people will be supported to benefit from the expected inward investment and business growth generated through the ED Plan.

The ED Plan proposes five priorities for action:

- Create an improved town centre business mix;
- Deliver a pro-active inward investment service;
- Retain existing businesses and grow the business base;
- Positively promote Croydon; and
- Improved employability of Croydon residents, particularly for those who are not in education, employment or training.

The SE Plan pursues four strategic objectives:

- Supporting Croydon's residents to develop the right skills at the appropriate level to be competitive in the labour market and secure employment;
- Working with Croydon employers and those in the wider sub region to increase the number of jobs and ensure that local residents are considered as a priority for filling these vacancies;
- Supporting young people to be employment ready;
- Develop a co-ordinated borough-wide approach to delivering the skills and employment agenda.

Though these two strategic documents are not directly supported by an allocated internal budget it is expected that they will influence external investment in the priority for action areas. A main part of the delivery will be carried out by external partner organisations, while the Council will retain the facilitator and co-ordination role. Annual report of achievements will be produced at the end of each financial year.

Cabinet **RESOLVED:**

Approve the release of the draft Economic Development Plan 2013 – 2018 and the draft Skills and Employment Plan 2013 - 2018 for public consultation the results of which will be reported to a future meeting of Cabinet, currently proposed for 11 March 2013.

## **9. Housing Allocations Scheme**

Cabinet Member: Councillor Dudley Mead

The Localism Act 2011 introduced a number of changes to the arrangements for social housing allocations set out in the Housing Act 1996. Local authorities are still required to publish a housing allocations policy and to give those in housing need a "reasonable preference" for housing including people who need to move on welfare or medical grounds (including disability needs), who are living in unsanitary, unsatisfactory or overcrowded housing, who need to move on hardship grounds and people who are homeless. Local authorities, however, can now decide their own rules on who qualifies to go on the housing register.

The Council has decided to revise its housing allocations policy to take advantage of the new qualifications rules, and to tighten up its assessment of reasonable preference, to reduce the number of offers made to applicants and to include the new power to discharge a homelessness duty with an offer of private rented accommodation (also included in the Localism Act 2011). The revised housing allocations scheme has been prepared in alongside the council's new tenancy strategy to ensure that the two policies are consistent.

The revised allocations scheme is still a banded scheme with housing need assessed in accordance with reasonable preference criteria. It includes applications from existing tenants requesting a transfer and applicants that do not have a reasonable preference for housing but that need to move to ensure the best use of the social housing stock e.g. under-occupying social tenants,

and those needing to move to enable major works to be carried out. It also includes applications from people that need to move urgently due to exceptional circumstances. Priority is determined by housing need, which determines the band in which the application is placed, and by waiting time which determines priority within the band.

A number of new rules restricting who qualifies to join the housing register have been introduced including:

- A 12 month residency criteria
- Disqualification of applicants on another local authority register
- Disqualification of applicants with sufficient income and assets to afford suitable market housing to rent or purchase
- Disqualification for 12 months for applicants who have refused all the offers they are entitled to under the scheme
- Disqualification for applicants who have housing related debts, or have a history of poor tenancy conduct, or who have been guilty of anti-social behaviour or have been convicted of a relevant criminal offence

The scheme has three bands - band one contains applications with the highest priority and greatest urgency (including applications from members of the Armed or Reserve Forces), and band three which contains applications with a moderate housing need and with a less urgent need to move. Band two provides increased priority for applicants that otherwise would be placed in band 3 but the applicant is working, in work related training, or is registered as a foster carer or adoptive parent with the council and needs to move to a larger property to accommodate looked after child.

The way housing need is assessed under the revised scheme has also been changed and we have "raised where we set the bar" for reasonable preference in respect of overcrowding, medical needs and applications made on welfare grounds, as follows:

- We have adopted the bedroom standard as the space standard for overcrowding, which is less generous than our previous standard, and we will give reasonable preference to applicants that are overcrowded according to the bedroom standard by two bedrooms or more, applicants that are overcrowded by one bedroom occupying studio/bedsit accommodation and applicants that are statutorily overcrowded.
- We will no longer assess single people and couples that are living in shared accommodation with family, friends or a room in a rented property as having a reasonable preference for housing and their applications will not be placed on the housing register
- We will no longer assess people with a low medical need as having a reasonable preference for housing and their applications will not be placed on the housing register.
- We will restrict reasonable preference for applicants leaving local authority care to those applicants that are more vulnerable than others leaving care, and where accommodation in the private



rented sector would have a detrimental effect on their transition to independent living. We will continue to support people leaving care through our 18+ service and assist them to access suitable private rented accommodation when they are ready to move on.

Under the revised scheme most homeless applicants will be offered private rented as a discharge of the main homelessness duty<sup>1</sup>. Applicants will be entitled to receive two offers under the allocations scheme, as opposed the previous seven offers, while some applicants will only be entitled to one offer including homeless applicants, those applying under discretionary succession and those applications accepted under exceptional circumstances.

**Cabinet RESOLVED**

- 1.1 To approve the revised Housing Allocations Scheme (of the Cabinet report).
- 1.2 To agree that the Executive Director of Adult Services, Health and Housing be given delegated authority to make minor factual, textual or presentational amendments to the housing allocations scheme in order to aid understanding of its content by applicants and others
- 1.3 To agree that the Executive Director of Adult Services, Health and Housing make the necessary staffing and administrative arrangements to implement the revised housing allocations scheme by 1st April 2013.

**10. Tenancy Strategy**

Cabinet Member: Councillor Dudley Mead

Cabinet considered a report detailing the outcome of the public consultation on the impact of the Council's proposed new tenancy strategy and new tenancy policy.

The Localism Act 2011 introduced a number of reforms to social housing tenure and allocations, and as part of these reforms local authorities are required to prepare and publish a tenancy strategy by 15 January 2013. The Tenancy Strategy provides guidance to registered providers of social housing on the use of flexible fixed term tenancies.

The overall aim of the policy is to introduce flexibility into what was seen as an overly rigid system, and allow social landlords to provide social housing for as long as it was needed, thereby freeing up more social housing supply. Flexible tenancies can only be applied to future social housing tenancies and existing social housing tenants will not be affected by these proposals except in very limited circumstances if they transfer. Social landlords can grant tenancies of a fixed term of at least five years, although in exceptional circumstances a two year tenancy can be awarded. At the end of the fixed period, landlords will be able to review the tenancy and, subject to the tenant's circumstances, grant a further tenancy of a fixed length.

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<sup>1</sup> Section 148, Localism Act 2012 amends the Housing Act 1996 to allow local authorities to discharge their homelessness duties with an offer of suitable private rented accommodation without requiring the applicants consent.

As the Council is also registered provider of social housing it must also publish a tenancy policy of its own, as required by the Localism Act 2011. The Council's Tenancy Policy, understandably, strictly follows the matters to be taken into account in the tenancy strategy, however, it goes on to provide more detail on the council's approach to combating tenancy fraud and its approach to sustaining tenancies and preventing unnecessary evictions.

The Tenancy Strategy provides guidance for registered providers in Croydon offering fixed term flexible tenancies, including the following:

- Fixed-term assured shorthold/flexible tenancies should be offered in most circumstances for a minimum period of five years, in addition to any probationary period. The Council expects that the majority of tenancies will be renewed for a further five years where the household's circumstances have not changed
- Secure periodic tenancies should be offered to older people whose economic circumstances are unlikely to change and who are allocated appropriate sized accommodation or older persons accommodation, such as sheltered or 'extra care' housing, registered providers are encouraged to continue to be grant lifetime (assured /secure periodic) tenancies. However in circumstances where the applicants are allocated a home with two bedrooms or more or where the accommodation has had significant adaptations registered providers are encouraged to offer a five year tenancy.
- Two year fixed term assured shorthold/flexible tenancies should only be used in exceptional circumstances however, the Council will develop a pilot initiative to support and encourage adults of working age, particularly young people, to participate in training, education and to access employment.
- Fixed-term assured shorthold/flexible tenancies should be offered where the type of accommodation is in short supply e.g. larger family homes and adapted housing.

The Tenancy Strategy will ensure that there is a consistent response from registered providers to the pressures we face across the borough. The tenancy strategy and allocations scheme provide a consistent framework for the assessment of housing need and the renewal of fixed term flexible tenancies. Applicants for social housing and social housing tenants will receive a consistent message about what is expected of them in terms of behaviour and tenancy management, and consistency about the circumstances in which an offer of social housing will be made and the circumstances in which a flexible tenancy will be renewed.

Cabinet recommends that Council:

1. approve the Tenancy Strategy and Tenancy Policy (Appendices 1 & 2 circulated separately with the Cabinet report);
2. agree that the Executive Director of Adult Services, Health and Housing be given delegated authority to make minor factual or

presentational amendments to the tenancy strategy and tenancy policy in order to aid understanding of its content by registered providers, applicants and others; and

3. Agree that the Executive Director of Adult services, Health and Housing make the necessary staffing and administrative arrangements to implement the tenancy strategy and tenancy policy and meet the likely additional staffing requirement from 2017 onwards.

**11. Response to the Scrutiny and Strategic Overview Recommendations on grant funding to voluntary organisations for the education community grants programme**

Cabinet Member: Councillor Tim Pollard

Cabinet considered a report setting out the recommendations from the Scrutiny and Strategic Overview Committee arising from the 25 July 2012 Call-In of grant funding to voluntary organisations for the education community grants programme and requested Cabinet approve a response for report back to the Scrutiny and Strategic Overview Committee as requested at the Cabinet meeting on 17 September 2012.

Cabinet **RESOLVED**

To approve the responses to the recommendations on grant funding to voluntary organisations for the education community grants programme contained in Appendix 1 for Cabinet report and to report back to the Scrutiny and Strategic Overview Committee.

**COUNCILLOR DUDLEY MEAD,  
DEPUTY LEADER (STATUTORY) (BUDGET AND  
ASSET MANAGEMENT) & CABINET MEMBER  
FOR HOUSING**

**1. TENDERS AND PROPERTY TRANSACTIONS, ETC., APPROVED  
BY CABINET MEMBER UNDER DELEGATED AUTHORITY BETWEEN  
12<sup>TH</sup> SEPTEMBER 2012 AND 21<sup>ST</sup> NOVEMBER 2012**

<b>Date of Corporate Services Committee Meeting</b>	<b>Minute No.</b>	<b>Tender/Property Transaction</b>
24 <sup>th</sup> October 2012	B67/12	Former public conveniences at junction of South norwood Hill and Church Road, Upper Norwood
24 <sup>th</sup> October 2012	B68/12	Release of restrictive covenants – former Oaks day hospital, 843 London Rd, Thornton Heath
24 <sup>th</sup> October 2012	B69/12	Disposal of Homefield House, Homefield Road, Old Coulsdon
24 <sup>th</sup> October 2012	B70/12	Disposal of Rees House and Morland Lodge, Morland Road, Croydon
24 <sup>th</sup> October 2012	B71/12	Acquisition of former church premises and land at Haling Road, South Croydon
24 <sup>th</sup> October 2012	B72/12	Priory SEN school expansion main works award report
24 <sup>th</sup> October 2012	B73/12	Monks Orchard Primary School construction contract: phase 2 works
24 <sup>th</sup> October 2012	B74/12	Strand House conversion construction works contract award
24 <sup>th</sup> October 2012	B76/12	Provision of audio visual equipment – transforming our space

**COUNCILLOR STEVE O'CONNELL, CABINET  
MEMBER FOR FINANCE AND PERFORMANCE  
MANAGEMENT**

- 1. TENDERS AND PROPERTY TRANSACTIONS, ETC., APPROVED  
BY CABINET MEMBER UNDER DELEGATED AUTHORITY BETWEEN  
13<sup>TH</sup> SEPTEMBER 2012 AND 21<sup>ST</sup> NOVEMBER 2012**

<b>Date of Corporate Services Committee Meeting</b>	<b>Minute No.</b>	<b>Tender/Property Transaction</b>
24 <sup>th</sup> October 2012	B75/12	Community Drugs and Low Threshold Prescribing Service – contract extension