

Scrutiny Recommendations: Stage 1

Committee	Meeting Date	Agenda Item	Conclusion	Recommendation	Cabinet Lead	Officer Lead
Scrutiny & Overview Committee	17 August 2021	Call-In: Novation of building works and professional services contracts from BBB for Fairfield Halls	There was differing views amongst the Committee about the outcome for the call-in request, with some Members of the view that it should be referred back to the Cabinet for further consideration once the Grant Thornton value for money review had been completed. However, the majority of the Committee concluded the review was not a material consideration for decision and as such it could proceed as originally intended.		Oliver Lewis	Sarah Hayward
Scrutiny & Overview Committee	17 August 2021	Call-In: Novation of building works and professional services contracts from BBB for Fairfield Halls	The majority of the Committee concluded that the risk of keeping the Fairfield Halls refurbishment contract with Brick by Brick outweighed the risks of novating the contract to the Council. In particular bring the contract within the control of the Council would help to safeguard the public purse and allow		Oliver Lewis	Sarah Hayward

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			work to be completed on the venue.			
Scrutiny & Overview Committee	17 August 2021	Call-In: Novation of building works and professional services contracts from BBB for Fairfield Halls	There was further concern voiced about the provision of information to Scrutiny in a timely manner, which was especially disappointing considering the issue had been raised a number of times before. It was agreed the Vice-Chair of the Committee would meet with the Interim Monitoring Officer to discuss the issue. It was also agreed that the Access to Information Protocol was needed as soon as possible to provide a clear framework for the provision of information.	The Committee would like to request that the Access to Information Protocol is completed as soon as possible and any consultation on the document should include the Scrutiny Chairs.	Hamida Ali	Asmat Hussain
Scrutiny & Overview Committee	17 August 2021	Call-In: Novation of building works and professional services contracts from BBB for Fairfield Halls	Given the aforementioned concerns about the provision of information to Scrutiny, the Committee agreed that every effort needed to be taken to correctly catalogue and file any documents handed over to the Council as part of the novation	The Committee would like reassurance that there is sufficient officer capacity and an appropriate document management system in place to ensure that any documents received as a result of the novation are properly catalogued and filed for future reference.	Oliver Lewis	Sarah Hayward

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Scrutiny & Overview Committee	17 August 2021	Call-In: Novation of building works and professional services contracts from BBB for Fairfield Halls	As responsibility for Brick by Brick fell within the portfolio of the Leader of the Council and the lead for the Cabinet report for the contract novation was the Cabinet Member for Culture and Regeneration, there was concern that this may lead to confusion and given the importance of Fairfield Halls it was agreed there needed to be clear political accountability.	It is recommended that the political lead from the Cabinet for the completion of the Fairfield Halls refurbishment project is confirmed as a priority, to ensure there is the proper level of accountability.	Hamida Ali	Sarah Hayward
Scrutiny & Overview Committee	17 August 2021	Call-In: Novation of building works and professional services contracts from BBB for Fairfield Halls	Although it was accepted that the Vinci contract needed to be closed before an ongoing programme of maintenance could be prepared for Fairfield Halls, it was agreed that this needed to be in place as soon as possible to safeguard the venue for the longer term.	<p>a) It is recommended that an ongoing programme of maintenance for Fairfield Halls is completed as soon as possible.</p> <p>b) It is recommended that the programme of maintenance is scheduled for regular scrutiny to provide public reassurance the venue is being maintained to an appropriate standard.</p>	Oliver Lewis	Sarah Hayward
Scrutiny & Overview Committee	17 August 2021	Call-In: Novation of building works and	There was a concern that the Cabinet report did not clearly state the case for proceeding with the	It is recommended that work to improve the quality of committees reports, both in terms of training for report	Hamida Ali	Katherine Kerswell

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		professional services contracts from BBB for Fairfield Halls	novation of the Fairfield Halls refurbishment contract and had this been the case it may have prevented the need for a call-in. The Committee felt that this was reflective of a wider issue with quality of committee reports and given they helped to inform the public perception of the Council, it was agreed that this should be addressed as part of the governance improvement work.	authors and ensuring report formats meet best practice standards, is included as part of the ongoing governance improvement work of the Council.		
Streets Environment & Homes Committee	16 March 2021	CIL AND SECTION 106	Although the CIL Infrastructure Statement is published timely as per legal requirements, the sub-committee felt that the allocation process could be enhanced with greater transparency, particularly with regards to officer discussions held in the Community Infrastructure officer group meetings	Consideration be given to summaries of the minutes from the Community infrastructure officer group meetings being made available in the public domain as background information to the Infrastructure Statement.	Oliver Lewis	Sarah Hayward
Streets Environment & Homes Committee	16 March 2021	CIL AND SECTION 106	The lack of member oversight in the allocation process of CIL was noted by the sub-committee as an area of improvement.	In order to improve transparency and accountability in the allocation process of CIL, the sub-committee recommended	Oliver Lewis	Sarah Hayward

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			<p>Details on CIL collection and allocation was an area of interest for Councillors and members of the public and it was important that this information be made more accessible to the community and more frequently than the annual statement.</p>	<p>exploring how greater Member involvement and oversight be weaved into the process.</p>		
<p>Streets Environment & Homes Committee</p>	<p>16 March 2021</p>	<p>CIL AND SECTION 106</p>	<p>The sub-committee noted the lack of engagement and participation on the CIL allocation process, particularly for the meaningful proportion of CIL collected. Although the allocation operates within legal parameters, it is not underpinned by best practice and has not been reviewed at Croydon for a while</p>	<p>The Sub-Committee recommended:-</p> <ol style="list-style-type: none"> 1. A streamlined report to highlight how collected CIL/S106 funds the borough's capital programme and infrastructure plan – outside existing ad hoc reporting on the capital programme. 2. A review of the CIL and S106 allocation process be conducted informed by best practice and exploring different allocation models, particularly those that focus on greater community groups and residents' involvem 	<p>Oliver Lewis</p>	<p>Sarah Hayward</p>

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Streets Environment & Homes Committee	16 March 2021	CIL AND SECTION 106	The Sub-Committee enquired about the future of Place Plans approach and agreed that they are important as a way to facilitate community-led planning.	<ol style="list-style-type: none"> 1. Officers are requested to bring the Place Plan to a future meeting, with a proposal on how to redevelop the Plan. 2. Although the Sub-Committee acknowledged the constraints on the General Fund that impedes resourcing of Place Plans being facilitated by officers, it recommended that alternatives mechanisms of support be explored to for the future development of Place Plans / Neighbourhood Planning in Croydon. 3. Officers are requested to provide an update on possible changes to CIL collection approach in the Town Centre. 	Oliver Lewis	Sarah Hayward
Streets Environment & Homes Committee	16 March 2021	Local Plan Review	The Sub-Committee welcomed the many changes and improvements put forward as part of the local plan review, and noted that most related to the adoption of the London	<ol style="list-style-type: none"> 1. Due to interest expressed at the meeting, the Sub-Committee requested a briefing, prior to approval of the final plan, on how the local plan review addresses the corporate, regional and 	Oliver Lewis	Sarah Hayward

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			Plan. The Sub-Committee further noted the clarification on housing targets and density.	<p>national sustainability/environmental objectives given the context of global climate emergency.</p> <p>2.The Sub-Committee recommended that officers take account of the meeting's conclusions on the government white paper on the new national planning system in any future contributions of the council to government consultations</p>		
Streets Environment & Homes Committee	16 March 2021	Local Plan Review	There had been a number of lessons learnt from the Low Traffic Neighbourhood process, particularly on public engagement and how to take residents on the journey to shape their area – these would be beneficial for consideration in future strategy and review consultations on place making plans. The committee acknowledged the good work with regards to engagement on the review but recognised that it could be improved further to ensure the least	Vital learning from the LTN process needs to be incorporated into the next stages of the Local Plan consultation and for any future plan making engagement/consultation. The Sub-Committee further recommended that iterative design approach be imbedded in approach to plan making.	Oliver Lewis	Sarah Hayward

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			vocal voices are also heard. The committee further highlighted the need for enhanced participation and engagement, in particular in respect of the more significant changes and learning from the Pandemic.			
Streets Environment & Homes Committee	16 March 2021	Local Plan Review	The Purley Master Plan, although well consulted on, would be a good case for a Neighbourhood Plan if there was community appetite to drive such approach.		Oliver Lewis	Sarah Hayward
Streets Environment & Homes Committee	16 March 2021	Local Plan Review	The Sub-Committee took on board officer's point not to push for too many changes in the existing local plan that may be open to future challenge.		Oliver Lewis	Sarah Hayward
Streets Environment & Homes Committee	16 March 2021	Local Plan Review	Considering the urgency of the climate crisis, the committee agreed it was important that officers further explore best practice from other local authorities on how the local plan can drive the	The Sub-Committee recommended that opportunities on driving the 15' city urban planning approach and lessons from the pandemic should form part of the local plan review to ensure learning from the pandemic in	Oliver Lewis	Sarah Hayward

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			sustainability agenda further in order to inform the review beyond the London Plan changes on sustainability (incl. in regards to carbon emissions related to demolition and built inherent from development) so that learning in this area supports the local plan review further.	regard to urban planning is taken into consideration. It further recommended that officers demonstrate in the review of the Local Plan how the polycentric city links back to its infrastructure plan.		
Streets Environment & Homes Committee	16 March 2021	Local Plan Review	The Sub-Committee agreed that a greater case was needed to be made for stronger support of district centres, post Covid recovery.		Oliver Lewis	Sarah Hayward
Streets Environment & Homes Committee	16 March 2021	Local Plan Review	The Sub-Committee welcomed the officer briefing on the government white paper on Planning System review and its implications for Croydon. It thanked officers for the good quality and informative briefing.		Oliver Lewis	Sarah Hayward
Streets Environment & Homes Committee	16 March 2021	Local Plan Review	The sub-committee welcomed the call for digitisation of the planning system as set out in the		Oliver Lewis	Sarah hayward

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			<p>white paper so long as it was appropriately funded, resourced and inclusive. However it shared concerns with regards to lack of opportunity for the residents' voice on individual schemes' applications, particularly on larger ones although. Although the committee welcomed in principle, the proposal for design codes tailored per area, it had concerns with regard to how it could erode local character if codes are not detailed enough as well as with regard to how it could impede design innovation.</p>			
Streets Environment & Homes Committee	16 March 2021		<p>The Sub-Committee noted that the government white paper did not reference HMOs and the risk of missed opportunity for government to enhance quality of housing in HMO and consider greater call for the introduction of minimum space standards. The committee further expressed its concerns regarding the possibility for local authorities to</p>		Oliver Lewis	Sarah Hayward

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			maintain the right to introduce in their local plan provisions such as the article 4 in current Croydon Local Plan.			
Streets Environment & Homes Committee	16 March 2021		The Sub-Committee shared further concerns with regards to the change to central housing target allocation due to lack of clarity in the white paper on the definition of “gentle densification” and how the “zoning” would operate in practice. This could put Croydon in a position where it would become ill-equipped to alleviate and meet housing pressures of current and future housing needs. This would be further be affected by the potential loss of regional planning approach. The committee however welcomed: 1/ the ability outlined in the draft white paper that local authorities would be enabled to set their own tenure mix following an evidence-based approach and 2/ the ability to designate further		Oliver Lewis	Sarah Hayward

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			protection of green spaces.			
Streets Environment & Homes Committee	16 March 2021	Local Plan Review	The Sub-Committee noted the lack of clarity relating to the type and timing of development contribution and associated risk of losing the ability to secure affordable housing as well as contribution to infrastructure.		Oliver Lewis	Sarah Hayward
Streets Environment & Homes Committee	13 July 2021	Housing Improvement – Emerging Plan and Board	The Sub-Committee welcomed the update provided on the emerging housing improvement plan and was assured that the emerging plan was on the right track. It was noted that the pace of progress has been impeded by the transition of the new executive director and some restructuring within the service, but the Sub-Committee accepted that this work was essential to ensure the right lines of accountability were in place to underpin the improvement plan		Patricia Hay-Justice	Sarah Hayward
Streets Environment	13 July 2021	Housing Improvement – Emerging	The Sub-Committee looked forward to the		Patricia Hay-Justice	Sarah Hayward

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& Homes Committee		Plan and Board	evaluation framework being developed, once the Housing Improvement Board was set up. In particular, the Sub-Committee was interested to find out how it would link back to the Council's wider improvement plan and the Corporate Risk Register			
Streets Environment & Homes Committee	13 July 2021	Housing Improvement – Emerging Plan and Board	The Sub-Committee concluded that the 10 work streams were well defined and appropriate to drive improvement	<ol style="list-style-type: none"> 1. It is recommended that a plan for the strategy development in Workstream 1, including indicative timescales, be developed and shared with the Sub-Committee once available. 2. Workstream 7 should be expanded to include in its scope the issue of buildings nearing the end of their life, with further consideration given to how these options are to be assessed including in relation to the future of some Brick by Brick sites in the vicinity of some of these buildings 3. Workstream 8 needs to address the issue of resourcing / workload allocation & management 	Patricia Hay-Justice	Sarah Hayward

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				within the service. Staff can be given the right skills and cultural/behaviour training but if their workloads are still unmanageable as highlighted in the Ark report, they will be set-up to fail. This workstream should also include within its scope long-term workforce planning and apprenticeships.		
Streets Environment & Homes Committee	13 July 2021	Housing Improvement – Emerging Plan and Board	The Sub-Committee recognised the value of using the work of the Tenants and Leaseholder Panel to feed into the improvement agenda and would advocate this approach being embedded into the new ways of working developed by the housing service, incl. post-delivery of the housing improvement plan over the next couple of years		Patricia Hay-Justice	Sarah Hayward
Streets Environment & Homes Committee	13 July 2021	Housing Improvement – Emerging Plan and Board	The Sub-Committee welcomed the work of the panel on the development of a Tenants Charter which would be a great vehicle to improve tenants'		Patricia Hay-Justice	Sarah Hayward

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			<p>understanding of the level of service they should expect as well as their rights and responsibilities. It was felt that this would lead to a greater level of direct accountability between tenants and the Council.</p>			
Streets Environment & Homes Committee	13 July 2021	Housing Improvement – Emerging Plan and Board	<p>At a previous meeting of the Sub-Committee, there was agreement that the ARK report failed to establish how/why/what caused the inaction in response to case work put forward by local councillors and/or MPs. The Sub-Committee remained concerned that without a fit for purpose case management system, similar issues could reoccur. It was welcomed that work had started on identifying a new Case Work Management system and there was a clear process for housing related case management in the meantime.</p>		Patricia Hay-Justice	Sarah Hayward

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Streets Environment & Homes Committee	13 July 2021	Housing Improvement – Emerging Plan and Board	<p>One of the main areas of concern identified by the Sub-Committee was around communication and engagement. Although initiatives had started to be developed and implemented, it was felt that more work was need to ensure both residents and their elected representatives were suitable notice of any events.</p>	<ol style="list-style-type: none"> 1. A communications and engagement plan was needed to map out all the one-off engagement exercises as well as new communication practices to be embedded in new improved ways of working. That plan should be informed by involving the Tenants and Leaseholder panel, incl. in the development of the new Tenant Handbook. 2. Further consultation with residents was needed during roadshow exercises, engagement with Residents Associations and Tenants forums as well as through the Tenants and Leaseholder panel to identify what they would like to see be made publicly available to further enhance transparency on the progress of the delivery of the housing improvement plan 3. Work was needed to improve communication with tenants on planned works / planned surveys. Should work be delayed or 	Patricia Hay-Justice	

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				<p>the original stated deadline missed (often due to reasons beyond officers' control), tenants should be kept informed, so they do not feel that it is a case of just nothing happening.</p> <p>4. There needed to be better communication of the responsive repairs contract's social value, including apprenticeships (opportunities and about the types of roles they can lead to)</p> <p>5. There needed to be better corporate definition of complaint and improving understanding of it and streamlining the complaints process and promoting it amongst council tenants and leaseholders</p> <p>6. It was recommended that support be given to the initiative of the Tenants and Leaseholders Panel in the development of a Tenants Charter</p> <p>7. It was recommended that a diagram is produced to map out the communication routes of case work /</p>		

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				<p>enquiry / complaints /escalation process to clarify to councillors and MPs ways of escalating urgent housing casework as current guidance provides a 10 day turnaround which was not adequate for urgent housing case work.</p> <p>8. Further consideration was needed on the recommendation in Government's Housing White Paper on the use of technology and how it could be incorporated into one of the workstreams of the housing improvement plan. This should include:-</p> <ul style="list-style-type: none"> ○ The exploration of best practice and existing software packages on tenancy management, repairs and other housing issues and any that are used for general housing communications. ○ Consultation with the Tenants and Leaseholder Panel meeting on use of 		

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				technology to inform this work.		
Streets Environment & Homes Committee	13 July 2021	Housing Improvement – Emerging Plan and Board	The Sub-Committee warmly received the new housing structure as it placed resident engagement at a senior management level thereby creating greater and clearer direct accountability lines on these matters.		Patricia Hay-Justice	Sarah Hayward
Streets Environment & Homes Committee	13 July 2021	Housing Improvement – Emerging Plan and Board	The Sub-Committee felt that the Terms of Reference (ToR) for the Housing Improvement Board lacked important details and welcomed confirmation that the ToR would no longer be approved at Cabinet, allowing additional time for these to be refined (see recommendations on this topic below).	<p>1. Further work should be undertaken to consider best practice on the set up of such Housing Improvement Board, particularly regarding membership and review/consider the following before finalising the ToR, including:</p> <ul style="list-style-type: none"> - Number of tenant representatives - Ensure that tenant representatives are not only from formal Residents Associations and Tenants Forums as many areas where the council has housing stock where 	Patricia Hay-Justice	Sarah Hayward

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				<p>there is no RA (no RA criteria necessary?)</p> <ul style="list-style-type: none"> - Backbencher representation and/or mechanism for backbenchers' input - Meeting observers - Webcasting of meetings - Holding meetings in a hybrid manner to enhance inclusivity so that people with disabilities and / or caring responsibilities can put themselves forward as board member/observer - Term of the chair (elected/number of mandates/criteria/skills, experience and behaviours required) <p>2. It is requested that the revised Terms of Reference are circulated to the Sub-Committee before approval and ensure ToR included as appendix marked as draft in the cabinet report.</p> <p>3. The Housing Improvement Board once set up should</p>		

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				be given a role to inform the budget setting process (MTSF as well as HRA) and the upcoming HRA review (if timings of review allow).		
Streets Environment & Homes Committee	13 July 2021	Housing Improvement – Emerging Plan and Board	The Sub-Committee noted the challenges within Responsive Repairs Service, particularly in regard to recruitment which had been impeded by covid and Brexit along with having to compete with residential and commercial sectors to attract staff. In light of this, the Sub-Committee commended the prioritisation of gas safety works and the rapid progress achieved in such a short period.		Patricia Hay-Justice	Sarah Hayward
Streets Environment & Homes Committee	13 July 2021	Housing Improvement – Emerging Plan and Board	The Sub-Committee noted there would be an informal meeting in August to undertake a deep dive on the responsible repairs contract, which will be undertaken jointly with officers and the Tenants and Leaseholder Panel.		Patricia Hay-Justice	Sarah Hayward

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Scrutiny & Overview Committee	20 September 2021	Call-In: Asset Disposal – Former Calat Coudon, Malcolm Road and Barrie Close site (Coulsdon Community Centre)	It was agreed that the proposed use of the site for a new Medical Centre was welcomed and would be extremely beneficial for the local residents.		Stuart King	Sarah Hayward
Scrutiny & Overview Committee	20 September 2021	Call-In: Asset Disposal – Former Calat Coudon, Malcolm Road and Barrie Close site (Coulsdon Community Centre)	The consultation process needed to be improved to ensure wider consultation beyond local Ward Councillors in order to manage the potential impact on local communities of future asset disposals.		Stuart King	Sarah Hayward

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Scrutiny & Overview Committee	20 September 2021	Call-In: Asset Disposal – Former Calat Coudon, Malcolm Road and Barrie Close site (Coulsdon Community Centre)	In the interest of maintaining transparency, it was important that future reports on individual asset disposals provided enough information to clearly outline why it was in the best interest of the Council to dispose of the site, the business case to support this conclusion, an assessment of potential risks associated with each site, an assessment of the potential impact upon the local community and site maps marking the asset for disposal	That Cabinet reports on future asset disposals needed to be far more comprehensive, setting out the business case for disposal and assessments of both the potential risks and the impact on the local community.	Stuart King	Sarah Hayward
Scrutiny & Overview Committee	20 September 2021	Call-In: Asset Disposal – Former Calat Coudon, Malcolm Road and Barrie Close site (Coulsdon Community Centre)	The Committee welcomed the commitment by the Cabinet Member for Croydon Renewal to ensure there was wider consultation with ward councillors and community organisations as part of the decision making process on future disposals.	Given the potential public concern that can be raised by the disposal of Council assets, the Cabinet needs to ensure there is a robust plan for engagement with local communities for future asset disposals.	Stuart King	Sarah Hayward