

<b>REPORT TO:</b>	<b>GENERAL PURPOSES &amp; AUDIT COMMITTEE</b> 29 June 2016
<b>AGENDA ITEM:</b>	<b>6</b>
<b>SUBJECT:</b>	<b>Boundary Review Submission</b>
<b>LEAD OFFICER:</b>	<b>Sarah Ireland, Director of Strategy Communities and Commissioning</b>
<b>CABINET MEMBER:</b>	<b>Councillor Simon Hall</b> <b>Cabinet Member for Finance and Treasury</b>
<b>WARDS:</b>	<b>All</b>
<p><b>CORPORATE PRIORITY/POLICY CONTEXT:</b> The Boundary Review responds to Croydon's plans for growth and the resulting expected increase in the adult population and impact on the borough's electoral arrangements. It addresses electoral inequality that exists between different parts of the borough. In addition plans for greater local devolution will enable Croydon's communities to have bigger say in identifying and responding to local priorities.</p>	
<p><b>AMBITIOUS FOR CROYDON &amp; WHY ARE WE DOING THIS:</b> The Council has requested a review by the Local Government Boundary Commission for England (LGBCE) to address current and forecast variations in electoral equality. The review will ensure that electoral equality is achieved for the medium term based on forecasts for 2022, which will take into account the significant demographic change as a result of planned regeneration and development, in particular in and around the Town Centre.</p>	
<p><b>FINANCIAL SUMMARY:</b> There are no direct costs arising from this report.</p>	

<p><b>1. RECOMMENDATION</b></p> <p>1.1 The Committee is asked to agree the Council's draft Council Sizing Submission and electorate forecast for 2022 (Appendix 1), under the delegation given by the Council meeting on 23 May. This proposes that Croydon should retain the existing number of councillors at 70. This equates to an electoral ratio of 3,681 electors for each councillor in 2016 and is forecast to increase to 4,030 electors for each councillor by 2022.</p>
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## **2. EXECUTIVE SUMMARY**

- 2.1 The last boundary review for Croydon took place in 1999 which resulted in the current pattern of electoral wards (22 three-member wards and two two-member wards). The Council requested a further review last year to address current electoral inequality and in advance of the significant demographic changes that will result from regeneration and development over the next five years (see maps included as Appendix 2 and 3 for the 2016 actual and 2022 forecast inequality)
- 2.2 The Review is evidence based and is in two main stages as presented by the LGBCE to Council on 23 May. This report deals with stage one which is to agree the Council's submission on Council size and the forecast electorate for 2022. Following review by the LGBCE this evidence will be used to help determine future warding arrangements to be implemented in time for the next local elections in 2018.
- 2.3 The submission considers the effectiveness of current governance, scrutiny and representational arrangements as well as factors likely to impact on councillor workloads in future. It recommends keeping the existing number of councillors at 70 to maintain the effectiveness of current arrangements and to support the devolution to the Council and changing role of the Council, together with enabling further development of councillors' representational role through further local devolution.

## **3. DETAIL**

- 3.1 As outlined above the review is in two stages: stage one identifies the number of councillors required by the Council to maintain effective governance, scrutiny and representation as presented to Council on 23 May and detailed in the LGBCE guidance.  
<https://www.lgbce.org.uk/policy-and-publications/guidance>
- 3.2 The first stage is to confirm the number of councillors required to ensure effective governance, an effective scrutiny function and an appropriate electoral ratio that is able to provide fair representation to local communities. In determining the latter the LGBCE will consider how Croydon compares to its 'nearest neighbours'. This comparison shows that Croydon is currently in line with those authorities that are closest to Croydon in terms of population and geographical characteristics (see page 31 of submission document). The forecast growth and demographics means that Croydon, if it retains a 70 member council size, will be above its statistical neighbours, both in terms of population and local government electorate.

- 3.3 The submission concludes that current governance arrangements are effective and shown to be working well. It highlights that the majority of members have a high workload and demands on their time for meeting attendance, representation on external bodies and work for their constituents.
- 3.4 In addition there are a number of factors which are likely to increase councillor workloads over the next six years, in particular:
1. The rapid change taking place through major regeneration and development, notably that of the Metropolitan Town Centre and other parts of the central part of the borough which will result in around 7,000 new homes by 2022. (equivalent to a three seat ward in its own right)
  2. An increasing and more transient population, particularly in the north of the borough
  3. An increase in devolved powers to the Council and a changing role of the Council (e.g. outcome based commissioning jointly with the Clinical Commissioning Group, lead for a four borough waste and street cleaning contract, lead role on Growth Zone and infrastructure development)
  4. A decision to devolve more decisions to local ward councillors in consultation with local communities through a new area forum model which builds on the success of community ward budgets
  5. Severe financial pressures and increased demand for services which is likely to lead to an increase in councillor caseload
- 3.5 Natural population growth together with that due to migration and new development will see the local government electorate increase from 264,126 in 2016 to a forecast 282,066 by 2022. This is equivalent to 4,030 electors for each councillor and represents an increase of about 7% on current figures. Details of the electoral forecast methodology are attached as Appendix 1 of the submission document. The forecast is based on the GLA ward population forecasts and takes into account planned housing development and activity to maintain current electoral registration rates and address areas and groups where electoral registration has traditionally been low.

- 3.6 Following submission of the sizing document the LGBCE will consider this and any other submissions before making a 'minded to' decision on council size based on the electoral forecast and strength of the evidence presented. This will be subject to consultation and once confirmed will enable the second stage of the review to commence as outlined in the timetable below. The Council will then need to draft and submit its proposals for future warding arrangements.

Stage	When
GPAC to agree submission (delegated decision from Full Council)	29 June
Council submit sizing submission and supporting information	By 1 July
Sizing and electorate forecast information published	Mid July
Commission consult on warding patterns consultation	26 Jul – 26 Sep 16
Council to prepare and agree warding submission	Jul-Sep 16
Commission publish draft recommendations	29 Nov 16
Commission publish final recommendations	11 Apr 17
Order laid	May 17
Implementation for local elections (Polling district and station review)	By May 18

- 3.7 Based on the forecast as outlined above and taking into account the housing development planned at polling district level the electorate analysis shows that the wards in the table below will be outside prescribed variance level of plus or minus 10% from the average by 2022.

Ward	Variance
Addiscombe	14%
Broad Green	28%
Coulsdon East	-18%
Fairfield	51%
Heathfield	-14%
Sanderstead	-15%
Selsdon and Ballards	-20%

- 3.8 This review will ensure that the issues around electoral inequality are addressed, which is critical to principles of democracy.

#### **4. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

4.1 There are no direct financial considerations arising from this report.

Approved by Lisa Taylor, Assistant Director Finance and Deputy Section  
151 Officer

**5. COMMENTS OF THE BOROUGH SOLICITOR AND MONITORING OFFICER**

5.1 The Council Solicitor comments that when conducting electoral reviews the LGBCE electoral reviews must adhere to the requirements of the Local Democracy, Economic Development and Construction Act 2009 (the 2009 Act). This consolidates and amends provisions previously contained in the Local Government Act 1972, the Local Government Act 1992 and the Local Government and Public Involvement in Health Act 2007.

5.2 The 2009 Act enables the LGBCE to make recommendations for the following aspects of local authority electoral arrangements:

1. The total number of councillors to be elected to the council (known as 'council size');
2. The number and boundaries of wards/divisions;
3. The number of councillors to be elected for each ward/division;  
and
4. The name of any ward/division.

5.3 Schedule 2 of the 2009 Act sets out statutory criteria to which the LGBCE must have regard in conducting electoral reviews which in broad terms is the need to:

1. Secure equality of representation
2. Reflect the identities and interests of local communities
3. Secure effective and convenient local government

Approved for and on behalf of: Gabriel Macgregor, Acting Borough  
Solicitor and Acting Monitoring Officer

## **6. HUMAN RESOURCES IMPACT**

6.1 There are no HR issues arising from this report.

## **7. EQUALITY IMPACT**

7.1 The framework for carrying out the boundary review is set by the Boundary Commission for England and the purpose of the review is to ensure electoral equality in terms of representation for all Croydon residents, a fundamental democratic principle. The submission is recommending that the Council maintains the current number of Councillors (70).

7.2 The submission will be available to all residents through the Council's web site with links to the Boundary Commission website through which community groups and individual residents will be able to make their own formal submissions on future warding arrangements should they wish or to comment on the Boundary commission's recommendations.

7.2 The second stage of the review will seek to make adjustments to ward boundaries that reflect local communities and ensure that the numbers of electors in each ward are approximately equal in terms of the elector / councillor ratio. Following the Boundary Commission Review the Council will need to consider changes to Polling Districts and Stations which will address more specific access issues. In addition analysis has identified that electoral registration is lower in certain areas and groups and specific activity will be carried out to address this going forward to ensure that all groups are encouraged to register and take part in the electoral process.

## **8. ENVIRONMENTAL IMPACT**

8.1 There are no direct environmental impacts arising from this report but the review will result in changes to current wards and boundaries. New warding arrangements will be informed by location of geographical features and barriers and 'natural local communities'.

## **9. CRIME AND DISORDER REDUCTION IMPACT**

9.1 There are no crime and disorder implications arising from this report.

## **10. FREEDOM OF INFORMATION (FoI) / DATA PROTECTION CONSIDERATIONS**

1. Only summary electoral information is provided to the Commission for the purpose of the review – individual elector details are not disclosed.

2. Once agreed the Council's submission and forecast will be fully accessible through the Council's website and also available through the

LGBCE web site where visitors will be able to make submissions or comment on draft proposals.

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**CONTACT OFFICER:**

Sarah Ireland  
Director of Strategy,  
Communities & Commissioning

**BACKGROUND DOCUMENTS:**

**None**





**Local Government Boundary Commission for England**

# Croydon Electoral Review

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21 June 2016

**Submission from  
Croydon Council  
June 2016**

## Contents

Introduction	12
Summary and recommendation	12
Borough Profile	15
Challenges and Priorities	19
Governance and Decision Making	24
Scrutiny Functions	31
Representational Role	33
Looking Ahead	38
Appendix 1 - Electorate Forecasting Methodology	42
Appendix 2 - Meetings Held	47
Appendix 3 - Composition of Committees	48
Appendix 4 - Appointments to Outside Bodies	49
Appendix 5 - Scrutiny Work Programme	51

## Introduction

Croydon welcomes the review of its electoral boundaries and the opportunity to submit representations to the Commission. This report is the output of the Council's officer working group for which approval will be sought from the General Purposes and Audit Committee on 29<sup>th</sup> June 2016 (delegated decision from Full Council).

## Summary and Recommendation

The council has carefully considered the various factors outlined in the Boundary Commission's guidance documents to determine its recommendation to the Commission in terms of size (the number of Councillors) and resulting electoral ratio.

The council recommends that Croydon should retain the existing number of councillors at 70. This equates to an electoral ratio of 3,773 electors for each councillor in 2016 which is like to increase to 4,030 to 1 by 2022. This is based on the GLA population forecast and takes into account planned housing development and planned activity to maintain current electoral registration rates. (A summary of the forecast methodology is provided as Appendix 1.) In terms of adults, this represents 4,409 adults per councillor by 2022. In terms of total population, this represents 5,890 people per councillor by 2022.

The council considers 70 to be the optimum number of councillors required to ensure effective governance and scrutiny and an appropriate electoral ratio to provide fair representation. In coming to its recommendation the Council has assumed that overall governance arrangements will remain largely the same as they are shown to be working well. In considering the appropriate level, the Council has been mindful of three other factors:

- Devolution to the Council and a changing role of the Council, notably partnership roles, such as the alliance with the local CCG for health and social care for over 65s and lead for a four-borough waste and street service
- Programme of devolution of powers to local Area Forums, in consultation with communities, through their local councillors,
- Development, notably in the central part of the borough, where the borough will see the equivalent of a three seat ward (on current ratios) created

In reaching this conclusion the council has considered the impact of reducing the number of councillors to 67 or increasing to 73.

It concluded that while a reduction would result in some financial benefit it would have a significant negative impact on governance and representation particularly in light of the:

- Impact of overall population growth and forecast electoral growth on member caseload
- Increasing role of local government and councillors in devolution both nationally

and locally

An increasing workload could deter potential good quality candidates with other commitments from standing. Croydon is a diverse borough and the council wishes to see this diversity reflected in its representation. A reduction in councillor numbers would make this harder to achieve.

Conversely a greater number of members would increase resilience and representation and contribute to more manageable workloads particularly in light of the unprecedented growth and regeneration of the greater town centre area and the expanded role that the council will be playing and the expanded devolution to communities through their councillors. However, we have concluded that an increase is difficult to justify at a time when budgets and services are under severe financial and demand pressures.

The following summarises the main factors that have led to this recommendation:

- Council governance has changed fundamentally from the date of the previous review from a committee system to a strong leader and scrutiny model. While the role of members has changed councillor workloads have not.
- The majority of members have a high workload and demands on their time as shown in terms of meeting attendance, representation on external bodies and work for their constituents. Results of a recent Member survey showed that on average councillors spent about 22 hours each week on Council related activities and almost 60% of those who responded felt that their workloads had increased.
- All backbench<sup>1</sup> councillors serve on at least one committee, with 17 out of 59 serving on at least three and more than 41 serving on four or more or more.
- 20 (non-executive) Members sit on at least one scrutiny committee. The council considers that it currently has the right number of members to ensure effective scrutiny.
- Reductions in budgets mean that the council is providing less Member support and asking Members to do more themselves.
- While there are benefits and improvements in productivity from the use of technology this has also generated additional work by making councillors more accessible and increased expectations for a more immediate response.
- The borough is undergoing rapid change through major regeneration and development of the Metropolitan Town Centre which is anticipated will result in around 7,000 new homes built by 2022 and an increasing and more transient population, particularly in the north of the borough.
- Devolution of responsibilities to local government and plans to develop local

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<sup>1</sup> Backbench refers to members not in the cabinet or shadow cabinet. NB Cllr Kyeremeh is an independent Councillor and not on any committees

devolution proposals has brought and will continue to result in an increased workload and decision making roles for councillors.

- Members in 1999 represented on average 3,230 electors. In 2016, this has risen to 3,773. If Croydon retains 70 councillors this will rise to around 4,030 by 2022. In terms of total population, this has gone from 332,066 in 1999 to a forecast 384,890 in 2016 and 412,300 in 2022.
- Comparison with CIPFA 'nearest neighbours' and other London boroughs shows Croydon to be in line in terms of the electorate to councillor ratio.

## Borough Profile

### Demography and place

There is great diversity between the north and south of Croydon, with the north comprising large areas of mainly smaller and older residential accommodation and the south containing more recent, larger properties based on district centres, interspersed with areas of Green Belt. The main lines of communication run north/south, including the London to Brighton road and railway, although there are several east to west routes, including the Tramlink service which connects New Addington and Fieldway with Central Croydon and to other major transport links.

Croydon's Local Plan recognises 16 varied and distinctive neighbourhoods and areas in the borough, referred to as 'places', which have been defined to enable sensitive planning. The Borough Character Appraisal analyses the characteristics of these Places, detailing their local distinctiveness. For each Place a vision, map and summary of how the borough-wide thematic policies will shape the places over the plan period up to 2031 is included and this will provide some context to the possible future formulation of Neighbourhood Plans and Area forums.

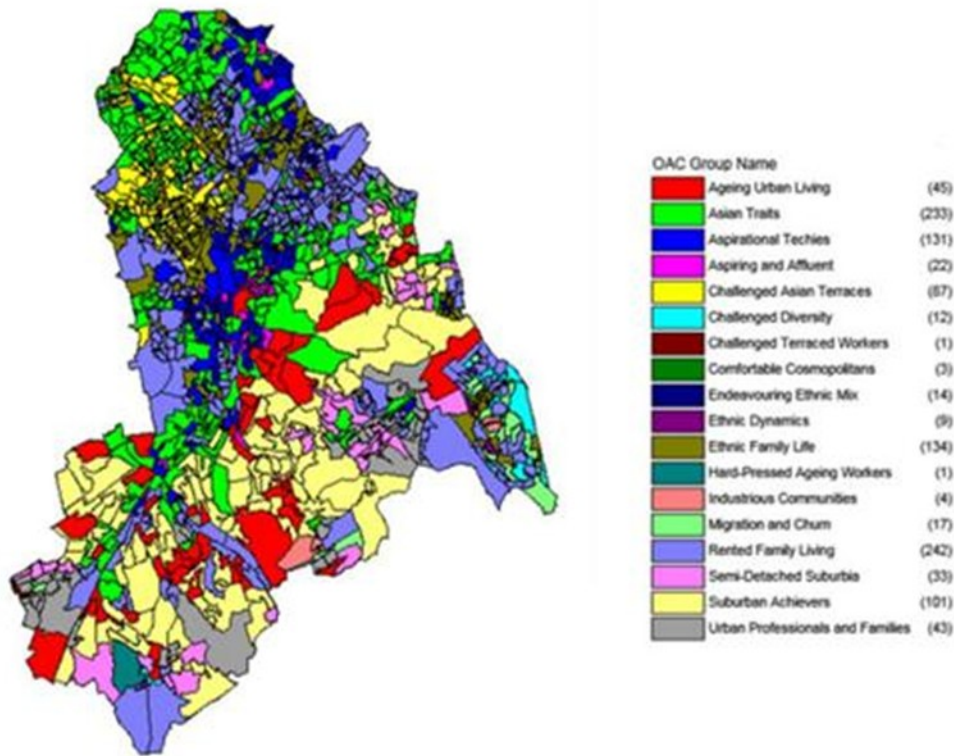
The Places of Croydon



12

Croydon is also home to a diverse range of communities with the north of the borough being more culturally diverse and similar to more Inner London areas while the south of the borough has more in common with more rural areas such as neighbouring Surrey. However the map of the 2011 Output Area Classification Groups shows a much more complex picture than this general dichotomy suggests (Figure 1).

Figure 1 - OAC groups 2011



Data from the 2011 census shows that Croydon’s population grew by 9.9% from 330,587 in 2001 to 363,378 in 2011. This compares to a growth rate of 14% for London as a whole over the same period. Changes in the ONS mid-year population estimates since the last review are shown in table 1. This shows that Croydon’s population has grown by 13.2% from 1999 to 2014.

Table 1 - ONS mid-year population estimates

Year	Population
1999	332,066
2000	334,241
2001	335,112
2002	335,415
2003	335,919
2004	337,134
2005	339,052
2006	340,449
2007	344,029
2008	349,308

2009	352,763
2010	357,951
2011	364,815
2012	368,886
2013	372,752
2014	376,040

### *Patterns of Deprivation*

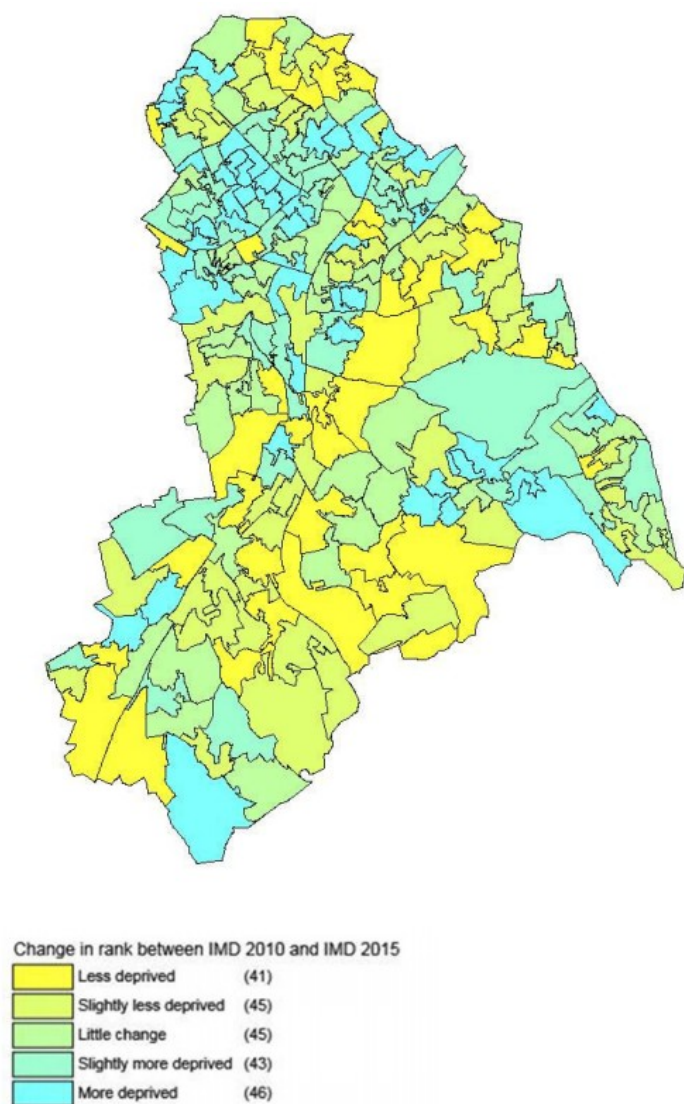
The latest edition of the IMD was released in September 2015. Based on the average rank measure for 2015 Croydon is the 91st most deprived local authority in England out of 326 local authorities; in 2010 Croydon was ranked 99th. Based on the average score measure for 2015 Croydon was ranked 96th out of 326 local authorities; in 2010 Croydon was ranked 107th.

The north of the borough is generally more deprived than the south, with the exception of the areas of Fieldway and New Addington. The IMD 2015 data showed Fieldway was the most deprived ward in Croydon.

Croydon does have pockets of neighbourhoods, across all the deprivation domains, where deprivation is relatively high (where neighbourhoods or Lower Super Output Areas (LSOAs) are in the top 10% most deprived LSOAs in the country). In fact, of Croydon's top 5% most deprived LSOAs under the deprivation domains of Income, Barriers to Housing and Services, Crime and Living Environment are also in the top 10% of most deprived LSOAs in England. Changes in ranking of LSOAs from 2010 to 2015 are shown below in figure 2.



Figure 2 - Changes in Index of Multiple Deprivation 2010-15



### Croydon Opportunity and Fairness Commission

The Croydon Opportunity and Fairness Commission (COFC), launched in January 2015 is an independent body chaired by the Bishop of Croydon, Jonathan Clark and other volunteer Commissioners to address the key challenges facing the borough. The COFC final report outlines recommendations across six key themes to help tackle issues such as families struggling to make ends meet, social isolation, anti-social behaviour and poor housing. It recognises the unfulfilled potential in Croydon and that it can and must do better and concludes that it can only do this if residents, local business, and the voluntary and public sector develop a common understanding of the challenges, develop a shared vision for the future, and agree a route map to unlock the potential of all its residents, particularly the most disadvantaged. The COFC is set to reconvene later this year and again in January 2017 to review progress.

<http://www.opportunitycroydon.org/>

## Croydon's Challenges and Priorities

The council's priorities reflect the borough's ambitions and the challenges it faces. Over the next three years, progress towards Croydon's long-term vision will be shaped by the objectives set out in 'Ambitious for Croydon'. This aims 'to achieve a stronger, fairer borough where no community is held back'. To do this, the Council has identified three corporate priorities:

- Growth, creating growth in our economy
- Independence, helping residents to be as independent as possible
- Liveability, creating a welcoming, pleasant place in which local people want to live.

These priorities are developed in three supporting documents - the Growth Promise, the Independence Strategy and the Liveability Strategy.

### Priorities for growth

Croydon is in the midst of major change with the potential to re-create itself as a vibrant, inclusive modern European city, securing its position as the economic powerhouse of the region and connecting London's Central Activity Zone with the South East of England. The signs of investment in the Borough are plain to see from the new residential towers of Saffron and Ruskin Squares to the plans for the Taberner house site and the new Cultural Quarter. Driving this renewed interest is the decision by Westfield/Hammerson to create one of Europe's largest shopping and leisure malls on the site of the Whitgift Shopping Centre which will provide 5,000 new jobs and up to 600 new homes.

Central to Croydon's success will be the creation of new and affordable homes. This will ensure people can afford to live in the Borough and are able to access the new jobs that will be created, further stimulating demand for goods and services to grow the local economy. Building more homes remains our top priority and when delivered effectively and with sensitivity to local character this will help create places that people want to live and work in, places that thrive and attract further investment. In particular the Council is committed to accelerating home building to achieve 9,500 starts in 5 years (from 2013 to 2018) and building more affordable homes. To increase delivery of affordable homes it has established a revolving investment fund and housing development company which will enable any profits to be ploughed back into further regeneration and development of the borough. The council also increased the proportion of affordable housing required from new development to 50%.

The cost of housing continues to increase, particularly in London and the South East. Average house prices in Croydon were up by 12.6% in May 2016 on the previous year, however compared to the rest of London Croydon remains relatively affordable. As a result Croydon has seen the highest increase in first time buyers - up by 18.6% year on year in May 2016. The rising cost of housing will continue to put a real strain on many residents in the borough and particularly our young population who want to buy their

first home, yet struggle to afford it.

Croydon's Growth Plan sets out the Council's ambitions for the borough. It comprises the guiding principles for growth, an outline of key strategic sites, an investment vehicle to finance planned growth and a five-year delivery plan to ensure activity is planned and co-ordinated to minimise any adverse effects of development for residents and businesses.

Recent Government approval for Croydon's Growth Zone proposals will support delivery of its £5.25bn regeneration programme, creating thousands of new jobs and homes for local people. This will enable Croydon to retain 50% of new town-centre business rates, and the borough will receive an additional £7m to kick-start delivery the five-year infrastructure programme vital to support the anticipated growth in the borough. The £350m programme, being delivered by the council and the GLA is made up of 39 key projects, including transport, schools and community infrastructure, regeneration and public realm improvements, and support for small businesses.

In all of these areas, the Council is taking a very active and expanding role, be it in terms of delivery, partnership or proactive co-ordination.

### **The financial challenge**

The Government has reduced grant funding for local authorities over recent years and this trend looks set to continue. In common with many other authorities Croydon has been hard hit and over the past four years the Council has experienced an unprecedented 43.5% cumulative reduction in government funding up to 2015/16 in cash terms. This equates to 54% in real terms. In response the Council has delivered over £100m in efficiency savings and cuts over this period but with further funding and grant reductions planned and rising demand for its services, a funding gap of over £80m still remains for the period 2016/20 (a quarter of the base budget).

To deal with this funding gap, meet growing demand and continue to deliver high quality services the Council has initiated its 'Croydon Challenge' programme. This is set to transform our services by a focus on improved efficiency and effectiveness and delivering the right outcomes to change people's lives for the better. The Council is also driving growth to maximise opportunities to increase future income from business rates and the new homes bonus (a government incentive payment for each new home built).

The help and support of people and other organisations in the borough will be critical in managing these changes and delivering the growth agenda. Croydon has an active local and business community and a thriving third sector and Councillors will play a crucial role both in making the difficult decisions that will continue to be required to meet savings targets and in bringing together residents and groups to work together to improve the Borough and the lives of all residents.

This financial context means that the Council is now working much more as a lead co-

ordinator and partner (be it with other public sector organisations, private sector, third sector and/or local communities), all of which adds to the workload and role of councillors.

### Changes since 1999

The last boundary review was carried out in 1999 ahead of the 2002 local government elections. The Commission's final recommendations for future electoral arrangements, (designed to ensure that the number of electors represented by each borough councillor was (as nearly as possible) the same with the number of electors per councillor not varying by more than 10 per cent from the borough average), were that Croydon should continue to be served by 70 councillors but that the number of wards would be reduced from 27 to the current 24 wards with boundaries in all but two wards (Bensham Manor and West Thornton) to be modified.

Since the last review Croydon has made major changes to its governance and constitution which affects the work of councillors in response to the changing role of local government. In particular the Council now operates under the Strong Leader model as set out in this paper and has introduced scrutiny committees. This replaced the previous committee system which has resulted in new roles for members, as has the increased level of partnership working and representation on external bodies that place additional demands on Councillors time.

The population of Croydon has also grown significantly which has impacted on councillor's representational role and the amount of contacts and casework they deal with. ONS figures show that Croydon's population has grown by over 13% during this period from 332,066 in 1999 to 376,040 in 2014.

The role of local government has radically changed with devolution of responsibilities and powers as well as service provision. This has included the impact of the Localism Act and Care Act, creation of the Health & Wellbeing Board and greater partnership working and integration with health services and well as the delivery of Public health services. In addition the Council has taken on a regional leadership role in terms of Commissioning key services in relation to Waste and Street Services and Special Education Needs Placements. These changes have further expanded the role and responsibilities of Councillors at all levels.

### Electoral registration

Interest in the European Referendum has boosted the Electoral Roll and Croydon has achieved the highest level of voter registration in recent years. Further work is currently underway to build on this and Government funding has been secured to target those groups that have been previously underrepresented and the Council are designing a range of approaches. This will provide a platform for maintaining registration rates going forward.

Analysis of registration rates in England and Wales by the cabinet Office (July 2013),

found that the following demographic characteristics were associated with lower registration rates: Private renting; Social renting; Residents born outside the UK (although this will also be due to ineligibility; some Commonwealth and EU citizens are also eligible to register and vote in their country of origin which may affect their registration rates in the UK); 18 – 24 year olds and students. It concluded that registration activities targeting these groups will have a higher likelihood of reaching unregistered electors and therefore succeeding in increasing the size of the electoral register than untargeted activities.

Because of the multiplicity and diversity of under-registered groups a range of approaches are being developed to increase registration rates. This includes, for example, Schools Outreach activities aimed at registering attainers. The Council are also considering local factors in designing further targeted activity to increase rates.

As highlighted above the recent European Union Referendum has led to increased interest in the democratic process and higher levels of registration with the average registration rate in Croydon now around 91% of the adult population. However there remain areas of the borough where rates are significantly lower, particularly in those areas where there is currently a more transient population. It is considered that one of the outcomes from the level of development and regeneration activity taking place in the Town Centre and elsewhere will be an increase in home ownership and a more stable population. However the Council has also recently been granted additional funding for more targeted activity to increase registration rates which will enable increased canvassing and promotional activity in those areas and groups where registration remains lower.

### Looking ahead

Croydon's population growth is set to continue. The council believes that the GLA's trend based population growth forecast represents the most reliable measure for this purpose as it is not constrained by development growth. The forecast methodology is attached as Appendix 1. The ward forecasts are constrained by the overall population forecast for the borough and planned housing development (those schemes which have permission and / or are likely to proceed to completion) has been used to distribute increases in population more accurately across existing polling districts. It is anticipated that in total there will be about 7,000 new homes yielding an average of 2 people per unit, representing an additional 13,000 electors by 2022 from new development.

There are also other changes in the role of local government including its future role in health and social care and schools and opportunities from further partnership working and potential for shared services. The Council through its work with the Local Strategic Partnership will be taking proactive role to embrace all devolution opportunities. This includes being the regional lead on commissioning and delivering the devolved work programme for South London partnership. These changes will inevitably add to the complexity of issues, responsibilities and workload of councillors.

Locally the Council is working in partnership with the Clinical Commissioning Group to launch from October 2016 the process to fully integrate social care and health services for all people over 65. Councillors will be taking a leading role in shaping these services with other statutory partners. The Council has secured funding from the Treasury for a Growth Zone in partnership with the GLA which will mean the Councillors will play an active role in delivering key infrastructure projects for the Borough

Plans for further local devolution through Area Forums, will build on existing arrangements for Community Ward Budgets. The Council introduced these budgets, at a level of £6,000 per ward in 2015/16 and has decided that this will increase to £12,000 per ward in 2016/17, which are used for individual councillors to spend on local projects and improvements.

Using appropriate areas (which could be based on the Croydon “Places” as detailed in the Local Plan), Area forums would be created led by the relevant local Councillors where decisions would be taken such as:

- Area Budgets
- Service Delivery
- Service design and scoping
- Use of Council Community Assets
- Co-ordination of local groups and initiatives
- Ensuring the voices of the diverse communities are heard

This approach will increase Members’ representational role through greater engagement and working more closely with local communities and other third sector organisations to meet local needs in different and more innovative ways, increasing resilience and capacity for communities to do more for themselves. The Area Forums will provide a powerful community voice in the strategic development of the area and a point of co-ordination for local groups and initiatives that local Councillors will need to facilitate and nurture.

The focus of the Councillors representational role is also changing as members and communities are motivated and supported to take up the opportunities outlined in the Localism Act and other reforms aimed at promoting further devolution and partnership working. With both national and local devolution councillors will be able to take a higher profile as advocates and leaders in their wards and provide greater influence over the services and facilities available – and to prioritise provision in accordance with the council’s overall interests. Opportunities from Localism could transform the relationship between central government, local government, communities and individuals with local councillors uniquely placed to understand the needs of their local community and to take a more joined-up approach to meeting them.

Technology has already made it easier for people to contact their local councillor and all members make use of social networks to help manage their contacts and relationships with their constituents and local communities. This has contributed to increased workload and this trend is likely to continue in future.

## Governance and Decision Making

Croydon is made up of 24 wards (22 three member wards and 2 two member wards), comprising a total of 70 councillors. The political balance of the council is currently 39 Labour, 30 Conservatives and 1 independent. All councillors sit on Full Council, which is the 'sovereign body' of the council and is chaired by the Mayor.

### Appointments

Full Council elects a Leader to serve a four-year term. In accordance with Article 7 of the Council's Constitution, the power to make Executive Appointments is reserved to the Leader of the Council under the 'Executive Leader' model of decision making. This includes positions such as Cabinet Members and portfolios, Cabinet Committees and Joint Committees exercising Executive functions. These appointments are listed in the 'Blue' and 'Pink' appointment schedules. Appointment of Non-Executive positions covers all Council positions that are not reserved to the Executive, such as seats on Non-Executive Committees and outside bodies. These are also listed in the 'Blue' and 'Pink' appointment schedules.

Appointments are governed by the requirements of Section 15(1) of the Local Government and Housing Act 1989, to keep under review the representation of the different political groups on bodies appointed by the Council. In particular in allocating seats on committees and sub-committees of the Council to political groups the following rules apply:

1. That not all seats on the committee/sub-committee are allocated to the same political group.
2. That the political group having a majority of seats on the Council should have a majority on each committee and sub-committee.
3. That, subject to 1 and 2 above, the number of seats on the Council's committees and sub-committees allocated to each political group, bears the same proportion to the total number of such committee/sub-committee seats as the number of members of that group bears to the membership of the full Council, and
4. That, subject to 1 and 3 above, seats will be allocated on each committee and sub-committee in the same ratio as exists on the full Council.

The Council's overriding duty to comply with 1 and 2 above takes precedence over achieving a mathematically balanced distribution of Committee seats as described in 3 and 4. This gives rise to the distribution of seats below.

	Number of Councillors	Political Composition	Proposed % of voting Committee Seats
<b>Labour Group</b>	39	55.7%	62.1%
<b>Conservative Group</b>	30	42.9%	37.9%
<b>Independent</b>	1		0
<b>Total</b>	70	100%	100%

The number of seats for each committee is provided in Appendix 5. The Ethics Committee is separately constituted and the Constitution provides that all political groups must be represented. It comprises six Councillors and two non-elected Independent persons.

Officers work with external organisations in order to review the number of appointments to these bodies and to provide Members with information about those organisations' needs. The outcome is that the appointments to external organisations are made for four years following the Local elections. Annual appointments will be restricted to those organisations requiring annual appointments or where Members are unable to continue their membership.

All councillors, with the exception of the one Independent Councillor, serve on at least one committee, with 17 out of 59 serving on at least three and more than 41 serving on four or more or more

### Leadership

The Council operates under a “Strong Leader” model and the Leader of the Council is a full time role. The Leader provides political leadership to the Cabinet and the Council with responsibility for:

- The promotion of positive partnerships and consultations with citizens, other statutory agencies, business and voluntary organisations to achieve the Vision for the Borough as expressed by the Council and its partners
- Chairing the Local Strategic Partnership Board
- Oversight of the Council's delivery of Value for Money
- Effective integration and delivery of Departmental programmes and plans including the Community Strategy
- Oversight of the effective and efficient management and use of resources available to the Chief Executive for the provision of policy development and support to strategic projects
- Oversight of the Council's emergency planning and resilience management policies and strategies
- The Council's Performance Framework, including the monitoring of targets and continuous improvement through the “Ambitious for Croydon” manifesto Programme
- Ensuring effective liaison and joint working between Cabinet members to enable the Council's objectives to be met
- Matters that are the responsibility of the Cabinet, including representing the Council with regard to its Member contacts with the Government and any Regional, National or International organisations
- The promotion and pursuit of principles espoused by the Council in respect of equalities and a sustainable environment in its role as an employer, service provider and the exercise of community leadership.



Key areas of the Portfolio include:

- Budget and Strategic Policy
- Determine the appointment of Cabinet Members, their portfolios and the scheme of delegations for executive functions
- Performance management of Cabinet Members
- Taking executive decisions not otherwise delegated to another decision makers
- Providing strategic political leadership and vision for the Council as a whole and for the Croydon area
- Performance management of the Chief Executive.
- The application of national policies locally and any consequent forward planning necessary.
- Promoting major “flagship” projects of strategic significance to Croydon.
- Forward planning of the Council’s Revenue and Capital Budget.
- Planning the agendas for Cabinet and chairing the meetings.
- Fairness Commission
- Facilitating effective working relationship with Trade Unions representing Council employees
- Delivery of “Ambitious for Croydon” Manifesto

### Decision making

The constitution decision making is described as either Executive or Non-Executive: Executive decisions are functions of the Leader and Cabinet, Cabinet Committees or delegations from Cabinet Members to the Chief Executive. Non-Executive functions are provided by Council Committees and Sub-Committees and delegations to the Chief Executive.

Whilst specific functions are reserved to the Full Council by statute the principle of the Council’s Constitution is to encourage delegation of decision making to individual officers. Where such decisions have been delegated it remains open to the body or person making the delegation to call back for their own decision, issues of significance or sensitivity and for the decision maker to refer matters upwards for determination.

Except where a decision is taken by the Chief Executive on grounds of urgency, as a matter of principle all Key Decisions shall be taken by the Leader, or Cabinet at a meeting of the Cabinet or a Cabinet Committee, or by a Cabinet Member or Chief Officer using powers as specifically delegated.

### Delegation

The Leader can specify that a decision is to be taken by a particular decision maker or vary this in line with the Council’s constitution. The Leader can give authority to delegate to a cabinet member or chief officer individually, including details of the

limitation on their authority. In practice most decisions are delegated by the Leader to the Cabinet or to individual cabinet members

Decisions which the Council has delegated to Committees are identified in Article 8 and Part 3, Responsibility for Functions, of the Constitution. Decisions reserved for Full Council cannot be delegated, except to the General Purposes and Audit Committee or the Chief Executive on grounds of urgency and where this is not in conflict with a statutory provision.

## Cabinet

As outlined above the Leader has responsibility for the determination of the size of the Cabinet (up to 9 other Members at least one of whom must be the Statutory Deputy Leader), appointment of Cabinet Members, allocation of executive functions and delegation of executive decision making powers in line with the scheme of delegation.

The content of the portfolios may be altered from time to time by decision of the Leader and are currently:

1. Deputy Leader (Statutory) & Homes and Regeneration)
2. Deputy Leader & Clean Green Croydon
3. Children Families and Learning
4. Culture Leisure and Sport
5. Economic Development
6. Finance and Treasury
7. People and Communities
8. Safety and Justice
9. Transport and Environment

The cabinet meets monthly to make executive decisions. The council's constitution sets out matters reserved to cabinet which include decisions on large contracts, recommendations to council assembly on the council's budget and policy framework, decisions of strategic management, approval of new fees and charges, various financial decisions in relation to disposal of assets, debt write offs and acquisition of land or property. It also includes issues such as school admissions and adoption of supplementary planning documents.

Individual cabinet members are responsible for reports which come to the cabinet and play an active role in the formulation of reports before the cabinet.

Other than matters reserved for cabinet, the Leader delegates most decision making to cabinet members under the council's scheme of delegation. This includes proposing allocations of budgets within the overall budget framework, agreeing performance standards and policy changes, agreeing consultation arrangements and approving responses to consultations from government or other bodies.

Reports and policies are formulated between officers and cabinet members. Cabinet members have regular one-to-ones with their chief officer to provide political leadership to the various decisions that are being taken across the council.

Cabinet members are full time roles with work undertaken during office hours, evenings and at weekends and much of it will be undertaken out of the office.

### **Full Council**

There are four types of Full Council meetings:

- The Annual Meeting;
- Ordinary Meetings;
- Extraordinary Meetings; and
- Special Meetings.

Ordinary meetings are held 6 times a year. The annual meeting is dedicated to the appointment of the Mayor. Meetings are held in the evening and are open to the public.

Meetings include public deputations, questions from the public and members to the Cabinet, motions from members and themed debates. Full Council considers reports on matters as set out in the constitution including establishing the various committees of the council and the composition of these, appointment of the Mayor, changes to the borough's constitution and policy framework and approval of the budget.

### **Role and functions of the Mayor**

The Mayor is elected annually by Full Council and is the ceremonial representative of the Council, taking precedence on all such occasions. In addition to chairing Full Council the Mayor is responsible for upholding and promoting the purpose of the Constitution and, subject to the arrangements for Scrutiny and Overview hold the Leader and Cabinet and Committee Chairs to account.

### **Non-Executive Councillors**

There are 59 non-executive councillors (excluding Leader, Cabinet and Mayor). They all attend Full Council and in addition sit on the various committees of the council in accordance with the council's constitution which sets out details of the role of a councillor. The opposition also have a shadow cabinet that helps scrutinise the administration.

### **Regulatory functions**

The Council has established committees in order to discharge its functions. The Council delegations to these committees are as set out in Responsibility for Functions

contained in Part 3 of the Constitution and rules of procedure are set out in the Non-Executive Committee Procedure Rules contained in Part 4 of the Constitution. A full list of non-executive committees is provided as Appendix 5.

### *Planning Committees*

The council has one planning committee (10 members) and one planning sub-committee (5 members). Work involves considering and determining all strategic and major planning applications and Section 106 expenditure and recommendations relating to Croydon's Local Plan and strategic planning matters. Planning sub-committee considers applications not delegated to officers. Croydon deals with a relatively large volume of major complex planning applications

In 2015 the committee met 19 times and the sub-committee met 17 times. Planning meetings can be particularly demanding for members, with relatively high volumes of large and complex applications to consider which will often require a high level of preparation for the meeting. These meetings also generate significant public interest and involvement.

### *Licensing Committees*

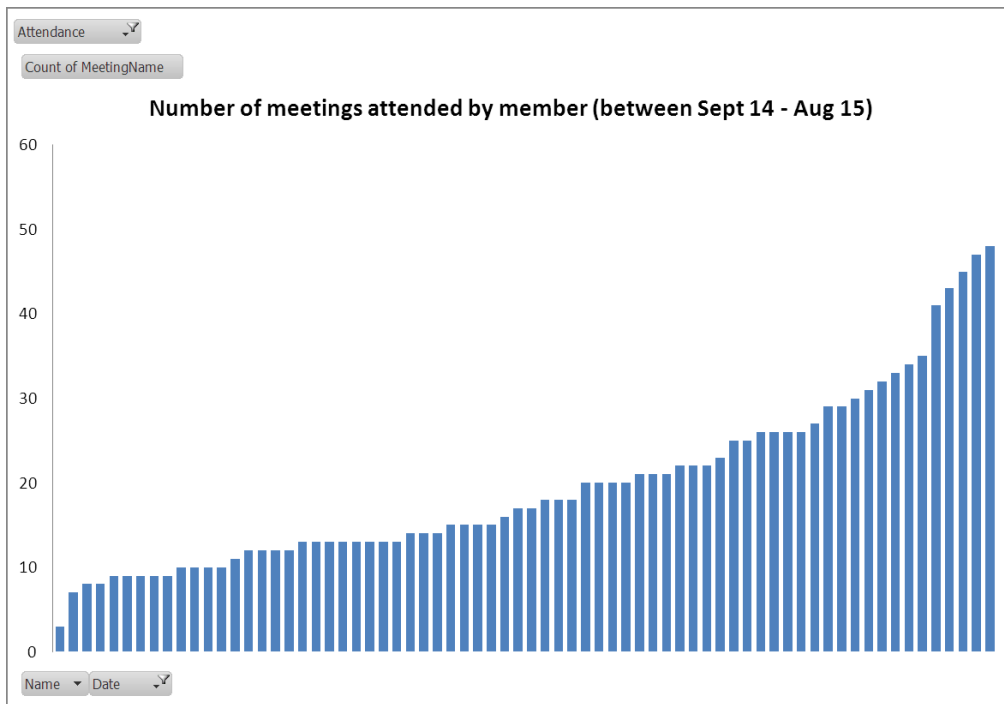
The council's Licensing Committee (12 members) and Licensing Sub Committee (3 members) considers and determines applications, revocation of licenses and polices in relation to licensing and registration. The full committee met four times in 2015 and sub-committee 12 times. As with planning the Licensing committee generates significant public interest and involvement and work for Members to do in preparation for meetings. Croydon has a vibrant night time economy generating a high number of licensing applications.

### **Other Committees of the Council and Panels**

In addition to the regulatory committees of the council, Croydon also has a number of other committees and panels which play an important role in decision making and governance. These are listed in Appendix. In addition some members serve on panels by virtue of their executive function such as the Leader sitting on the London Enterprise Panel (LEP).

### **Committee Membership**

Every councillor sits on at least Full Council and the majority sit on multiple committees. Between September 2014 and August 2015 councillors on average were present at 17 meetings with the minimum number attended being three and the most 48 meetings. The spread of those present at meetings is shown in the chart over page . Details of the number of meetings held are provided as Appendix 4.



## Section 1 - Summary and Conclusion of Governance

The council's 'Strong Leader' model means that executive power rests with the cabinet and Leader.

All councillors have some decision making responsibility due to their role as members of Full Council. There are no councillors who are not engaged in some part of the council's governance process. Council meetings are well attended, and members are actively engaged, suggesting that they are attending willingly and have about the right number to provide effective governance.

Every Non-executive councillor sits on at least one committee of the council, 17 out of 59 sit on at least three and over 41 sit on at least four. One sits on 13 and another sits on 17. 70 councillors provide the council with enough members to fulfil its governance function. With the number of councillors serving on committees as outlined above the council would struggle to meet its governance standards with fewer members.

Effective opposition is important in holding the administration to account. A smaller opposition is likely to have more difficulty in having an impact. A reduction in the overall size of the council would make this more challenging.

In terms of its regulatory functions Croydon has a high number of planning and licensing decisions due to its location and ambitious building and regeneration plans. Future changes in national policy are also likely to result in a net increase in workloads for councillors

## Scrutiny Functions

The overview and scrutiny function is a statutory power and duty: A power to hold these Executive Bodies to account, and a duty to review policies and public services on behalf of the public. Scrutiny in Croydon consciously focuses on all public services and provides a model for the developing concept of Public Accountability Committees. Scrutiny's ambition to make services answerable to people is underpinned by established principles.

Scrutiny is led by the Scrutiny and Overview Committee (comprising six members and one co-optee) and supported by three more specialist Sub-Committees covering issues relating to:

- Health, mental health, adult social care, homelessness and housing (Health, Social care and Housing Sub-Committee comprising six members and one co-optee)
- Streets, transport and highways, development and the environment (Streets and Environment Sub-Committee comprising seven members)
- Education, children's social care, child safeguarding and employability for young people (Children and Young People Sub-committee comprising eight members and five co-optees)

These committees have regular meetings and sometimes work in more informal ways - such as through workshops, site visits, evidence sessions, literature reviews, surveys and Local Action Mini Reviews. They may use this information to make recommendations to the council's Cabinet or other external bodies about how services could be improved or developed.

In addition to scrutiny taking place within the borough, the council participates in the scrutiny of health service proposals across London – and specifically the six boroughs of Croydon, Kingston, Merton, Royal Borough of Richmond, Sutton and Wandsworth.

In 2014 these boroughs agreed to establish a standing Joint Health Overview and Scrutiny Committee (JHOSC) to scrutinise and comment on cross-border health services. It was considered that this was the most effective way of coordinating and managing health scrutiny with implications beyond borough boundaries, avoiding the need to set up separate joint committees.

A summary of the Scrutiny work programme is provided as Appendix 5. In addition Scrutiny also operates through the 'call-in' mechanism and conducts mini-reviews. In 2015 the Scrutiny and Overview Committee met five times and there were a total of 22 sub-committee meetings.

### 'Call-ins' and mini-reviews

The 'Call-in' was established by the Local Government Act 2000 as a formal mechanism for scrutiny committees, or back bench members, to review a key decision

which has been taken but not implemented.

In 2015/16 the Scrutiny and Overview Committee received 2 call-ins - on the temporary closure of Fairfield Halls and the implementation of 20mph limits in the north of the borough. In addition, the Cabinet Member for Transport and Environment referred an item on Norbury Avenue: Experimental Road Closure Order to the Streets and Environment Scrutiny Sub-Committee.

In addition to 'calling-in' decisions, Councillors are also able to refer any local matter relating to local government, affecting a particular ward or constituent to scrutiny. 'Councillor Call for Action' has not been used in 2015/16.

As a development of the statutory process, Croydon's the Local Action Mini-Review process has been designed to provide a more agile route for back bench Members to make recommendations to Cabinet and other public service providers through scrutiny.

In the first year Local Action Mini-Reviews were undertaken on Royal Mail delivery services and an Education to Employment brokerage service. Both resulted in positive outcomes.

In 2015/16, there are two mini-reviews underway: school exclusions and a wide-ranging review of the needs of travellers in the borough and how these sit alongside other residents. Both reviews are due to report later in 2016.

### Summary and Conclusion

20 members out of 59 non-executive members are on a scrutiny committee.

The work of the Scrutiny Committees is considered to be effective in holding the Executive to account.

The bulk of scrutiny work is carried out in informal meetings and Chairs<sup>2</sup> play an active role in developing and managing the work programmes in liaison with senior council officers and other stakeholders. Reduced officer support for scrutiny committees means that members are expected to do considerably more of the work themselves.

Additional responsibilities for health have increased scrutiny workload. While there is about the right number of members to meet this demand currently the Council remains ambitious for the future development of its scrutiny function and would like to do more.

A reduction in the number of Councillors would impact on the ability of the council in the future to increase the reach of its scrutiny and meet new scrutiny challenges.

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<sup>2</sup> Scrutiny Chairs meet once per month to plan and coordinate the Scrutiny meetings. They also hold pre-agenda meetings. This means that six Scrutiny meetings actually involve 12 meetings

## Representational Role of Members

The tasks that councillors undertake range from acting to develop a long-term strategic vision that will have lasting effects on local communities to dealing with personal problems being experienced by one of their constituents. They are expected to represent their communities in debates around specific local issues and also engage with those that affect entire wards or the whole borough.

The fact that councillors are drawn from the local community they service gives them the essential insight into its problems, priorities and opportunities necessary for developing local solutions and action.

Since the last review, the council has changed substantially. Previously members operated in a committee system which had a different set of governance arrangements in place to those currently. Although the statutory functions of the council operation remain in place, the nature and focus of overall council activity has significantly altered to reflect the changing nature of the borough and issues facing it.

The roles of Members are set out within the Council's constitution and all Members are required to adhere to the Members' Code of Conduct. In particular Members are required to:

- Collectively as members of the Council be the ultimate policy-makers and carry out a number of strategic and corporate management functions;
- Represent their communities and bring their views into the Council's decision-making process, i.e. become an advocate of and for their communities;
- Deal with individual casework and act as an advocate for constituents in resolving particular concerns or grievances;
- Balance different interests identified within their Ward and represent the Ward as a whole;
- Be involved in decision-taking and/or the scrutiny function;
- Be available to represent the Council on other bodies; and
- Maintain the highest standards of conduct and ethics.

There is training available for new and returning members following an election. This takes place over two months and includes introductions to how the council operates, its powers and decision making, code of conduct, planning, licensing and local government finance. There is also training on safeguarding, and the benefits system and additional more detailed training for members of particular committees and regulatory committees.

Various skills based training sessions are also provided on matters such as how to chair meetings effectively, scrutiny functions and managing casework. The council ensures that all members have equalities training.



All councillors have access to a smartphone, council phone line and email. There is also a separate Members' portal on the Council's Intranet which provides a secure and dedicated resource for information to assist them in their role. Councillors also make extensive use of social media with all councillors responding to a recent survey saying they used at least one social networking tool to help maintain contact and build relationships with the local community. All used Twitter and over 60% used Facebook with half also blogging. While assisting with their representational role this has also made councillors more accessible and increased expectations of a more immediate response leading to increased workload.

### Representational role

Most members hold regular surgeries however each councillor organises these differently. These surgeries continue to provide a traditional setting for face to face contact with local residents however technology has opened up the ways in which members are able to interact with their communities and individuals making councillors' representational role a round-the-clock job. This has both made it easier for councillors to access the information and services they need but also enabled easier and more immediate access to local councillors for citizens and communities – raising expectations of what councillors can do to arbitrate or solve contentious local or personal issues.

As a result councillors spend a great deal of time advocating and representing individual constituents' concerns by trying to broker a solution for them. Councillors are expected to manage this themselves and the Council does not maintain a central casework system or provide support for Member's casework and work carried for their ward. Certain types of housing cases submitted by Members, which form a large component of councillors' total casework, are however recorded on the Council's housing system. As an example, there are a total of about 270 enquiries a year relating to housing allocations received through local councillors or MPs.

Croydon has well established formal mechanisms for engagement with communities of interest across the borough. These include forums around faith, ethnicity, disability, and the LGBT community. These groups have a very active engagement with ward councillors and Cabinet Members. Croydon has a very diverse population with a mixture of well-established communities alongside more recently arrived groups. Councillors have worked hard with officers to bring people from different communities and faiths together.

Ward councillors play an active role in encouraging residents to get involved in local activities and groups and to create understanding and tolerance. The result is that residents in Croydon are active and participate in their neighbourhoods and the work of the council and as a result Croydon is a place where communities generally get on well together.

Croydon also has a large number of active Tenant and Residents Associations (TRAs), partly reflecting the high volume of social housing and Councillors are expected to

engage with TRAs in their ward.

Croydon has a very active voluntary and community sector putting a lot of demands on members to engage with and be part of these communities. The current number of Councillors and mostly three member wards ensure that this work can be split effectively and also in wards where one member has additional responsibility (such as being a member of the cabinet) ward colleagues can cover work to ensure that residents still have good access to councillors.

In addition Members play a front line role in public consultations.

### **Promoting and maintaining diversity**

Croydon has a diverse and transient population, particularly in the north of the borough. Members therefore have the challenge of working with a lot of people who have only been resident a short time, alongside older more established communities and ensuring that the needs of all communities are met, particularly those who have barriers in terms of access to services. Members therefore need to constantly adapt to meet the changing needs of the areas that they represent.

It is important that this diversity is also reflected in the make-up of the council. It is considered that the council currently has a reasonable level of diversity in terms of age, gender and ethnicity as well as those working full time, part time, with caring responsibilities, and retired. Currently, 17(24%) of councillors are from a visible black or minority ethnic background<sup>3</sup>, 26 (37%) are women.

It is important to Croydon that this level of diversity is maintained and it is considered that this will be best achieved by maintaining the number of Councillors at the current level. A decrease in the number of councillors will increase pressure on those remaining which could mean that this would make it harder to attract those who work full-time or who have childcare or other caring responsibilities to the role. Maintaining 70 councillors will enable the widest breadth of individuals to be members for Croydon.

### **Impact of National & Local Policy Changes**

Recent legislative changes have affected the workload of various committees; for example the Council now has responsibility for public health which has required putting in place relevant governance structures and placed further demands on councillors' time. The Health and Wellbeing Board has five councillors on it, and Joint Health Overview and Scrutiny Committee (JHOSC) had been established to scrutinise and comment on cross-border health services with adjoining boroughs.

The current Government is making significant changes to the role of local government in England. Some of these changes will impact significantly on the

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<sup>3</sup> No including Councillors who consider themselves as Irish

workload of members. Also the Council are devolving power locally to ward Councillors. This includes:

- Further devolution of powers over economic development, transport and social care to large cities -including the Growth Zone and social care and health services for over 65s
- Further control over skills, spending and planning given to the Mayor of London- regional lead for the South London Partnership work programme
- Devolution policies which may impact on the work that councils do, and also the need for Members to scrutinise decisions made in relation to these powers
- Powers to retain and have more control over local business rates
- Continued changes to welfare, and further reductions in council budgets. This is likely to increase the caseload of councillors – particularly in areas with a high level of social housing
- Potential conversion of more locally maintained schools to academies
- Council's Community Ward Budget Programme
- The Council plans to significantly devolve decisions and responsibilities through Area Forums

The focus of the Councillors representational role is also likely to change as members and communities are motivated and supported to take up the opportunities outlined in the Localism Act and other national and local reforms aimed at promoting further devolution and partnership working. This could enable councillors to take a higher profile as advocates and leaders in their wards and provide greater influence over the services and facilities available – and to prioritise provision in accordance with the council's overall interests.

### Summary and Conclusion

Councillors work hard to meet their commitments. The council has not had an instance when it has been unable to discharge its duties due to a lack of councillors.

The average councillor is attending around 4 formal meetings per month, taking up an average of 3 hours each (this does not include informal-pre agenda meetings with officers). This includes borough-wide meetings, ward level and community meetings. Councillors in Croydon also attend a large number of tenant and resident association meetings.

Councillors have high demands on their time. The make-up of Croydon means there are a range of challenges in the borough which councillors are involved in resolving. High demand for social housing and high levels of deprivation in some areas alongside changes in support through welfare reform contribute to high levels of casework.

Members have little support for their representational role as ward members and are expected to be self-reliant.

Croydon's population increasingly use technology and social media to communicate with their elected members. This is increasing the demands on members and also the expectation of a quick response to enquiries.

Croydon is a very diverse borough and requires a council that is led by people who represent a range of backgrounds. It is considered that the current number of Councillors needs to be maintained to ensure this diversity is reflected in the make-up of the Council.

Members' roles are defined in the constitution and it is expected that councillors play an active part in engaging with their local communities.

Councillors have to balance the time they spend in the town hall against the time they spend in the community. With a decrease in support and an increase in workload, this is a challenge for many.

Croydon also takes its role as a corporate parent very seriously and Councillors play an important role through Corporate Parenting Panel, Children and Young People Scrutiny Sub-Committee, and in holding Cabinet and Council to account. This helps facilitate a culture where councillors can effectively challenge practice to ensure failures do not occur.

## Looking Ahead

The Council has experienced an unprecedented (43.5%) cumulative reduction in government funding up to 2015/16 in cash terms. This equates to 54% in real terms. In response it has already delivered over £100m worth of savings over this period largely through improved ways of working, although increases in charges and service reductions have also had to be made. The council is predicting a similar level of savings over the next four years with a funding gap in the region of £80m. This will mean that the council will not be able to deliver the same level of services across all its functions. Members will play a critical role in governing this, and ensuring that the Council continues to meet the needs of its communities as best it can and delivering value for money. As part of this, the Council is taking a proactive partnership, lead co-ordinator and facilitator role, as detailed elsewhere.

Croydon's population is set to continue to grow. The forecast shows that the adult population will increase by a further 6.5% from 289,879 in 2016 to 308,645 by 2022. This will lead to a forecast increase in the electoral ratio to 4,030 per councillor which will impact councillor workloads.

As highlighted Croydon has many areas of deprivation where residents rely on welfare and other support provided through the Council and other third sector organisations. Further reductions in state benefit levels will have an adverse impact on these communities in particular and this will increase the pressure on the council to provide other means of support and is likely to continue to impact on members' workload through increased casework.

In terms of its planning and licensing regulatory functions the Council anticipates that Member workloads will increase as a result of further planned regeneration activity, particularly in relation to the development of the Town Centre.

The Council will be rolling out further local devolution through Area Forums, building on the current arrangements for Community Ward Budgets. This is likely to result in some changes to governance as well as significantly increasing members' representational role.

In addition Croydon's LSP supports the locally led process of devolution outlined in the Cities and Local Government Devolution Act 2016 which enables local people to determine the extent and pace of devolution in their area. Our objective is to ensure that any deal negotiated in respect of Croydon and its partner local authorities in the South London Partnership delivers real benefits for local people in the form of infrastructure improvements, local economic growth, more job opportunities, affordable housing and improvements in health and social care. The details and impacts of this have been outlined earlier in the report.

Further changes in technology are likely to enable greater levels of self-service and easier access to information and services. However it is also likely to lead to increased member enquiries and expectations. There will be opportunities also for members to

engage with their local communities in more innovative ways. The Council anticipates that members will become even more self-reliant in performing their representative / community leadership role.

### Impact of legislation

The Localism Act 2011 has already had a significant impact in Croydon in terms of Neighbourhood development and the introduction of the Community Infrastructure Levy but this will increase in the future as the changes in it begin to be delivered. In particular it is expected that there will be further interest in Neighbourhood Forums and Planning and Assets of Community Value.

Further financial devolution will see business rate revenue fully devolved to local authorities from 2020/21, while revenue support grant will end. This will be subject to consultation in 2016 and a funding baseline is likely to be set for councils using local business rates as well as either a top up or tariff payment to reflect a new assessment of local need.

The Health and Social Care Act 2012 started the formal transition of public health responsibilities to local authorities with the abolition on Primary Care Trusts. In Croydon public health is overseen by a combination of a Health and Wellbeing Board, Director of Public Health and the Cabinet Member. The Cabinet Member provides political leadership and direction for this new council function. The Secretary of State has the power to prescribe aspects of how the council carries out its function.

Health inequality remains an important issue in Croydon and the transfer of public health responsibilities will enable a more joined-up approach to tackling the causes of this and driving improvements in public health outcomes. The NHS is implementing its Five Year Forward View which looks to introduce a radical upgrade in prevention and public health, greater control for people over of their own care, and more locally delivered, integrated multidisciplinary services. By 2017 every area must also have a plan to create an integrated health and social care system by 2020; Council Tax may be raised by up to 2% to pay for social care; additional funding for home adaptations for disabled people will be made available.

In terms of education the government's aim is to enable schools in the poorest performing areas to convert to academies, to establish a new role for local authorities and a new funding formula, and to make schools more accountable for the progress of excluded pupils.

Changes in housing and planning will see the development of low cost Starter Homes for sale to be supported by planning reforms to free up land. Amongst other changes there will be a reducing payment of the new homes bonus from six years to four, extension of the right to buy to housing association tenants - funded by the sale of higher value council homes, and the cutting of social housing rents by 1% a year and introduction of fixed term tenancies.

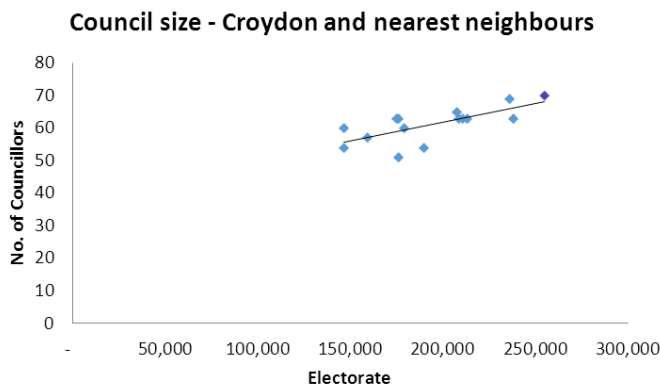
A further £12bn savings is also to be secured from welfare expenditure by 2019-20, through freezing Housing Benefit levels, reducing levels payable in the social housing sector and limits to levels of Universal Credit payable. This is mitigated to some extent by the introduction of the National Living Wage, introduced in April 2016.

All services must pursue efficiency in the face of rising demand, integrating services across organisations and across borough boundaries. To mitigate the impacts on local people and services we must build strong local cross-agency partnerships capable of delivering integrated, holistic and cost-effective services. This includes encouraging and supporting local people to come together in a spirit of cooperation to develop and implement local solutions to local issues. The OFC report has proposed ways in which this may be achieved and these have helped to shape the development of the Council's corporate plan which sets out how the Council will respond to these challenges. It is clear however that the role of local government and members is likely to become more complex and likely to add to councillors workloads especially in relation to national and local plans for further devolution as set out in detail earlier in this report.

## Conclusion and Recommendation

Croydon is considered to be a well-run and effective council, with a high level of engagement by members who play a full and active role as local representatives for their communities. The Council has established an effective governance and scrutiny function and members play a critical role in ensuring this good governance.

The summaries of each section are set out above which lead us to conclude that the existing number of councillors to be the optimum in delivering good governance, effective scrutiny and representative roles. This also aligns with the CIPFA 'nearest neighbours' and other London boroughs in terms of current population to councillor ratios as shown in the charts below. Croydon currently has a local government electorate of 264,126 people equal to a ratio of 3,773 electors for each Councillor compared to the average for our 'nearest neighbours' of 3,172.



It is expected that Croydon's adult population will increase to 308,645 by 2022 which will mean that this ratio will grow to 4,030 local government electors.

Other changes as outlined in the preceding sections are also likely to lead to a change in Member roles and increases in workload.

A lower number of councillors, reducing to 67, was also considered but rejected on the grounds that this would have a potentially detrimental impact on their representational role, would limit the opportunity to further develop the scrutiny function and make it more difficult to ensure diversity amongst councillors.

Croydon will also be implementing large scale regeneration of its Town and district centres over the next five years with implication in terms of workload as well as increases in the council's regulatory functions.

The council has shown that it can work and work well with 70 members and therefore the recommendation is that the council retains this number.

An explanation of the Council's forecast methodology is provided as Appendix 1.



## Appendix 1 – Electoral Forecast Methodology

### 1. Introduction

- 1.1 Croydon’s polling districts do not align with other statistical geographies as used for Census information. This means that it is not possible to analyse demographic changes using published data at this level. The council has therefore followed one of the suggested approaches by the Local Government Boundary Commission for England (LGBCE) to produce an electoral forecast. This approach is based on using local authority level population forecasts as a starting point, with projected population growth then allocated to ward and finally polling district level based on assumptions about where this growth is likely to take place.
- 1.2 The following sections outline the steps that have been taken to produce the forecast and the assumptions that have been made.

### 2. Local Authority Review and Forecast

- 2.1 The first step of the process is to forecast the total number of electors for the local authority as a whole (Table 1). This has done by calculating the ratio of the current number of electors<sup>4</sup> to the resident adult population for 2016. This ratio was then applied to the figure for the resident adult population for 2022 to estimate the future number of electors.
- 2.2 There was a significant initial decrease in the number of registered electors in Croydon following the shift to IER, however since then the number of electors has been slowly increasing and is currently at a high point as a result of registration ahead of the European Referendum. The model assumes that this level of registration will be maintained to 2022 through continued and targeted activity and initiatives in areas and communities with lower registration rates. It is considered unlikely that registration rates will improve further overall.

**Table 1: Local Authority Forecast Figures**

	2016	2022
Resident adult population aged 18 and over	289,900	308,600
Ratio of electors/adult population	88.9%	88.9 %
Approximate number of electors	257,700	274,400

- 2.3 The figures for the resident adult population for 2016 and for 2022 are based on the latest set of trend based projections developed by the GLA. These projections follow a similar cohort component methodology to the 2012 ONS sub-national population projections. The advantage of the latest GLA projections over the ONS projections is that they take into account the latest mid-year population estimates for 2014. Table 2 shows that the difference in projected population growth between the two models is minimal, particularly by 2022.

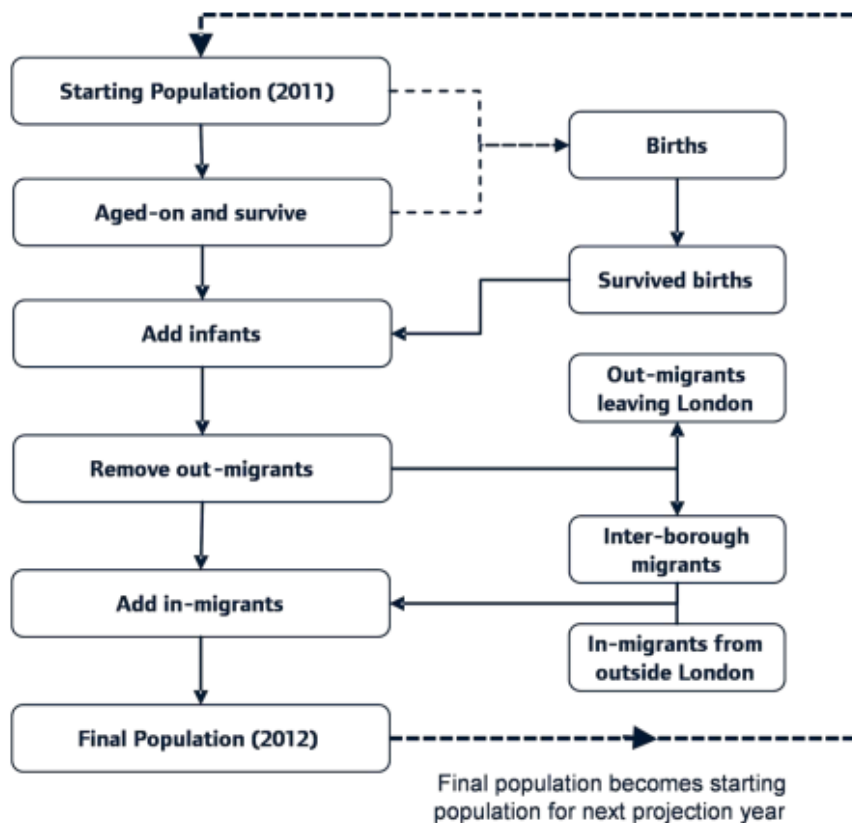
**Table 2: Comparison of ONS and GLA projections for resident population aged 18 and over**

	2016	2017	2018	2019	2020	2021	2022
GLA based	289,900	293,100	296,300	299,400	302,300	305,500	308,600
ONS	290,800	294,000	297,100	300,100	302,900	305,900	308,900

<sup>4</sup> The latest electoral registration figures as 7<sup>th</sup> June 2016 have been used as opposed to an average over a number of years as the introduction in Individual Elector Registration (IER) in 2014 means that there is a discontinuity in this time series.

2.4 The trend based GLA projections used incorporate short-term patterns in migration. It is expected that migration will continue to remain higher over this period and therefore it is reasonable to use these assumptions. Figure 1 shows the methodology for the GLA's cohort component model.

Figure 1: The GLA's cohort component model



Source: GLA Intelligence (2014) Guide to GLA Population Projection Variants Technical Note (Figure 1 p2).

2.5 Adult population growth in recent years has been approximately 1% each year, similar to the future growth projected by the GLA. This is higher than the increase in population that would be expected as a result of development alone (that is currently likely to be completed by 2022 and based on average household sizes). This is why the trend based population projections have been used. Development capped projections were also considered but deemed unsuitable as it is likely that more sites will be developed in the borough (based on historic development rates between 2007-12) than have currently been identified.

### 3. Ward level forecasts

3.1 The GLA have produced ward-based resident population projections for London over a number of years. The approach used is to allocate the population at borough level to each individual ward using 2011 Census migration data and housing development data. The latter is based on constrained housing capacity, produced by applying the probability of a site being developed to the notional housing capacity.

3.2 To forecast the future electorate for wards in Croydon the same approach has been taken as for the local authority forecast. The current ratio of electors to adult

population has been calculated and applied to the projected population for 2022 to estimate the future number of electors. Adjustments were made to the ward figures for 2022 to accommodate the increased ratio of electors to adult population as a result of new development. Finally the figures for Fairfield were adjusted to more adequately reflect the number of new electors expected as a result of the new development taking place. The scale of growth in this ward does not appear to be appropriately reflected in the GLA projections as it exceeds historic trends.

**Table 3: Ward forecast figures**

	2016 estimated population	2016 electorate	Ratio of electors/ adult population	2022 estimated population	2022 electorate	2022 electorate adjusted for development
Addiscombe	14,090	12,000	85.2%	16,046	13,666	13,772
Ashburton	11,348	11,022	97.1%	11,681	11,345	11,345
Bensham Manor	12,277	11,141	90.7%	12,653	11,482	11,482
Broad Green	15,066	13,052	86.6%	17,715	15,347	15,453
Coulsdon East	9,945	9,667	97.2%	10,229	9,943	9,943
Coulsdon West	11,244	10,753	95.6%	12,865	12,303	12,302
Croham	13,287	11,472	86.3%	13,727	11,852	11,860
Fairfield	15,760	12,891	81.8%	20,850	17,054	18,245
Fieldway	7,724	7,353	95.2%	7,901	7,521	7,522
Heathfield	10,681	10,174	95.3%	10,880	10,364	10,365
Kenley	11,927	11,263	94.4%	12,262	11,579	11,578
New Addington	7,978	7,393	92.7%	8,173	7,574	7,573
Norbury	12,991	11,674	89.9%	13,363	12,008	12,009
Purley	12,125	11,188	92.3%	12,817	11,827	11,827
Sanderstead	10,307	10,116	98.1%	10,522	10,327	10,327
Selhurst	13,919	12,198	87.6%	14,675	12,861	12,879
Selsdon and Ballards	9,764	9,512	97.4%	9,939	9,682	9,682
Shirley	11,229	11,060	98.5%	11,552	11,378	11,379
South Norwood	13,414	12,020	89.6%	13,929	12,481	12,485
Thornton Heath	12,355	11,238	91.0%	12,720	11,570	11,570
Upper Norwood	12,786	11,684	91.4%	13,339	12,189	12,188
Waddon	13,701	12,032	87.8%	14,063	12,350	12,352
West Thornton	13,326	11,688	87.7%	13,810	12,113	12,121
Woodside	12,636	11,215	88.8%	12,936	11,481	11,807
<b>Total</b>	<b>289,880</b>	<b>263,806</b>	<b>91.0%</b>	<b>308,647</b>	<b>280,297</b>	<b>282,066</b>

3.3 The ratio of electors to adult population will be impacted not only by lower registration rates in certain areas but also by the proportion of the adult population who are eligible to register to vote. For example Fairfield, Broad Green and Selhurst are known to have higher numbers of foreign nationals who are ineligible to vote.

#### 4. Polling district forecasts

4.1 Polling district forecasts are similarly affected by the introduction of individual electoral registration. In the absence of a reliable historical time series a conversion factor has been applied to calculate the future electorate for each polling district, in line with the LGBCE guidance.

- 4.2 The first stage involved identifying the potential number of new electors in each polling district due to new housing development. The remaining growth in the number of electors for the ward was then allocated proportionally to each polling district. This was based on the current proportion of electors in a ward resident in each polling district.
- 4.3 The following developments were considered for inclusion in the forecasts:
- Development currently under construction
  - Development with a current planning permission
  - Development sites identified through the Local Plan with a high level of confidence they will be delivered by 2022, i.e. sites pending approval or to be developed through Brick by Brick (Croydon's development company).
- 4.4 The council uses set development rates to calculate how many units are likely to be delivered each year from developments currently under construction as part of its standard forecasting work. These are based on historic completion / build out rates and have been applied to the developments currently under construction to determine the total number of units that would be completed by 2022.
- 4.5 Similarly the council has a standard methodology for identifying the conversion rate for developments where there is a current planning permission but work has not commenced. This takes into account the length of time since the permission was granted.
- 4.6 The sites highlighted in the Local Plan to be delivered by 2022 were identified. All of the sites which were identified as being likely to be developed by 2022, which were those where there is developer interest and no significant obstructions to the site being developed, had already been granted planning permission. In addition sites that may not have permission but where there is a high degree of confidence that they will be developed have been included, i.e. those that will be developed by Brick by Brick.
- 4.7 The total number of units to be constructed by 2022 was estimated by combining the build out rate from the developments under construction, those with unimplemented planning permission (with a conversion rate applied) and those to be developed by Brick by Brick. All of the development data had site addresses that allowed each site to be allocated to a specific polling district.
- 4.8 The average household size for Croydon was estimated to be 2.47 in 2012, and is only projected to fall to 2.38 in 2022, higher than the national average<sup>5</sup>. These estimates include adults and children; therefore it was assumed that for each household there would be an increase of 2 adults. This is considered reasonable as recent trends suggest that household sizes will not decrease at the rate originally predicted by 2022.
- 4.9 The borough average ratio of adults to electors was applied to the increase in the adult population as a result of development in areas where the polling district average was below the borough average. This was considered to be a more reliable estimate than the current polling district figure in these areas as new development is likely to result in changes in the characteristics of the population in these areas.

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<sup>5</sup> DCLG Household Projections 2012

- 4.10 Once the population growth due to housing had been identified the remainder of the growth for the ward was distributed amongst the polling districts based on the proportion of the ward's electorate currently resident in each polling district. Again this was adjusted for the ratio of adults to electors but using current registration rates for the area.
- 4.11 The number of electors was estimated by combining the two figures. A final adjustment was made to the figures for Fairfield ward as mentioned in 3.2. The number of electors expected as a result of the new development in each of the polling districts was combined with the calculated number of electors expected from population growth not associated with development (the average growth in electors in polling districts with no new development) and added to the number of electors in 2016.

## 5. Other considerations

- 5.1 Croydon does not have a significant student population so no adjustments have had to be made for this cohort.
- 5.2 The number of young attainers is also low in Croydon. As the majority of elections take place mid-year and the population projections provide figures for mid-year it is likely that the population actually eligible to vote at a time of election will not significantly differ from the number of registered voters aged 18+. Therefore the resident population aged 18 and over has been used as the basis of the projections.
- 5.3 As the population growth used for these projections are not constrained by development no specific adjustments have been made for empty properties as these are likely to have minimal impact on the electoral projections. There is insufficient historic evidence to accurately predict which properties are likely to be empty in 2022 across Croydon. There is ongoing work being undertaken by the council to bring empty homes back into use which is also likely to offset the number of empty properties.

## Appendix 2 - Meetings held between Sept 2014 and Sept 2015

Committee	Number of meetings
Adult Social Services Review Panel	4
Appointments Committee	7
Bandon Hill Cemetery Joint Committee	1
Cabinet	10
Corporate Parenting Panel	3
Croydon & Lewisham Street Lighting Joint Committee	2
Cycle Forum	3
Ethics Committee	3
Full Council	7
Full Council - Special Meeting	1
General Purposes & Audit Committee	5
Health & Wellbeing Board (Croydon)	6
Licensing Committee	4
Licensing Sub Committee	1
Mayoralty & Honorary Freedom Selection Sub	2
Members Learning & Development Panel	3
Pension Board	1
Pension Committee	4
Planning Committee	20
Planning Sub-Committee	14
Public Transport Liaison Panel	3
Safer Neighbourhood Board	4
Scrutiny & Overview Committee	1
Scrutiny & Strategic Overview Committee	7
Scrutiny Children & Young People Sub-Committee	6
Scrutiny Health, Social Care And Housing Sub-Committee	7
Scrutiny Streets & Environment Sub-Committee	6
South London Waste Partnership Joint Committee	5
Tenants' & Leaseholders' Panel	4
Traffic Management Advisory Committee	5
<b>Total meetings</b>	<b>149</b>

### Appendix 3 - Composition of Committees

Committee	Majority seats	Minority seats	Co-opted members <sup>6</sup>	Total seats	Meetings in 2015
Appointment Committee	4	2	2	8	10
Ethics Committee	4	2	2	8	3
General Purposes & Audit Committee	6	4	2	12	5
Mayoralty & Honorary Freeman Selection Sub-Committee	3	2	0	5	1
General Purposes & Audit Committee: Urgency Sub-Committee	2	1	0	3	0
Licensing Committee	7	5	0	12	4
Licensing Sub-Committee	2	1	0	3	12
Pensions Committee	5	3	3	11	4
Planning Committee	6	4	0	10	19
Planning Sub-Committee	3	2	0	5	17
Scrutiny and Overview Committee	4	2	1	7	5
Children and Young People Scrutiny Sub-Committee	5	3	5	13	7
Health, Social Care & Housing Scrutiny Sub-Committee	4	2	1	7	9
Streets & Environment Scrutiny Sub-Committee	4	3	0	7	6
<b>Totals</b>	<b>59</b>	<b>36</b>	<b>16</b>	<b>111</b>	

<sup>6</sup> Co-opted members are non-voting except for four of the five co-optees on the Children & Young People Scrutiny Sub-Committee in respect of issues relating to the Council as a Local Education Authority; and the two Independent Persons, on the Appointment Committee, for specified purposes, as detailed in paragraph 3.24 of the Annual Review of the Constitution & Related Matters

#### Appendix 4 - Council Appointments to outside bodies

Outside Body		Current membership
1	ARMY RESERVE: C (Kent and Sharpshooters Yeomanry) Squadron, The Royal Yeomanry	John Wentworth Wayne Trakas-Lawlor
2	ARMY RESERVE: J Troop, 31 Signal Squadron - Middlesex Yeomanry and Princess Louise's Kensington	Karen Jewitt Pat Ryan
3	ARMY RESERVE: Mortar Platoon, B Company. 4th Battalion The Parachute Regiment	Karen Jewitt
4	ARMY RESERVE: Greater London Reserve Forces' and Cadets' Association	Pat Coulder
5	ARMY RESERVE: 508 (Croydon) HQ Sqn Royal Logistic Corp, 151 Regiment Royal Logistic Corp	Toni Letts John Wentworth
6	ARMY RESERVE: 150 Recovery Company, 103 Battalion Royal Electrical and Mechanical Engineers	Wayne Trakas-Lawlor Oliver Lewis
8	Biggin Hill Airport Consultative Committee	Toni Letts
9	Church Tenements Charity <i>Appointed to June 2018</i>	Maddie Henson Toni Letts Jason Perry Michael WUNN (Hon Alderman)
10	Coast to Capital Enterprise Partnership Ltd	Tony Newman Mark Watson (nominated deputy)
11	Coast to Capital joint Committee	Mark Watson
12	Coulsdon and District Day Nursery Fund <i>(appointments until May 2018)</i>	Andrew Pelling Chris Wright
13	Trustees of Coulsdon United Charities	No members appointments Council confirm trustees put forward, due June 2016
14	Croydon Almshouses - Relief in Need Charities	Andrew Pelling Pat Ryan
15	Downlands Countryside Management Project	Timothy Godfrey
16	Eleanor Shorter Fund	David Wood Lynne Hale
17	Frank Denning Memorial Charity	Toni Letts (appointed until December 2018) Wayne Trakas-Lawlor, (Mayor) Edward Handley (appointed until December 2018) Rev Peter Clarke Dr Julie Dakin

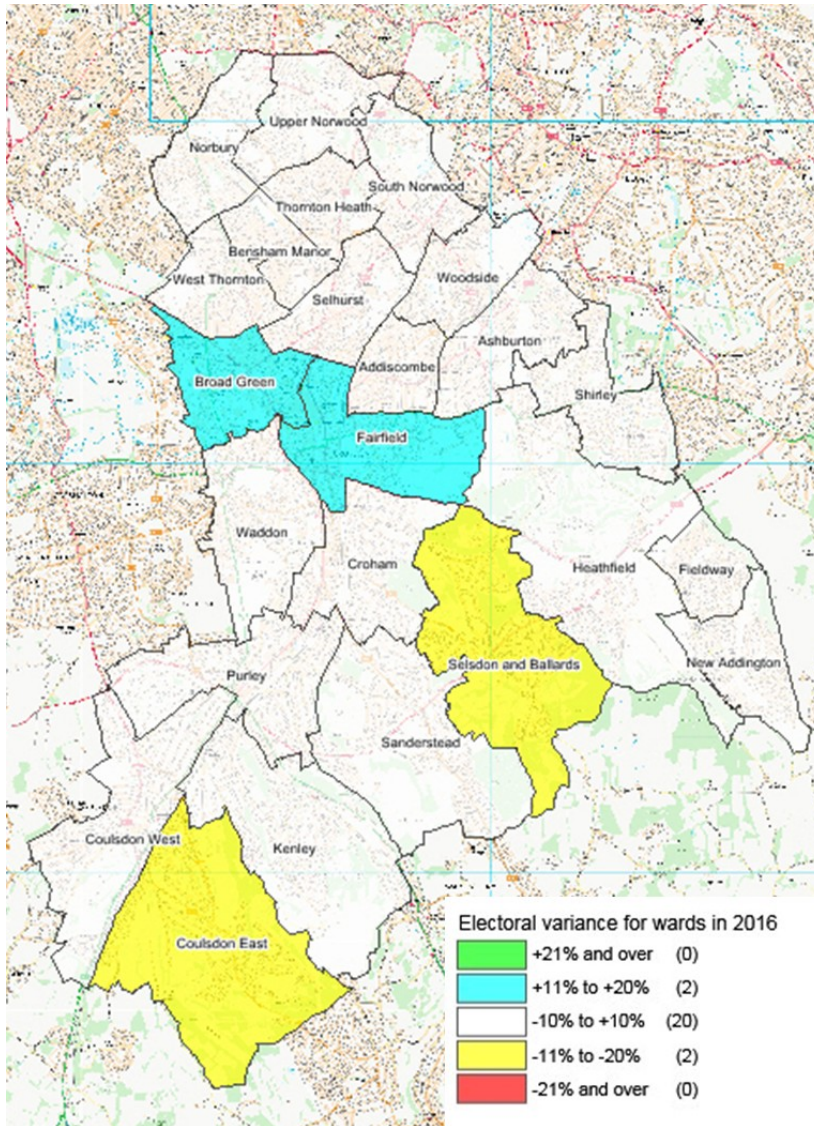


<b>18</b>	Greater London Enterprise	Mark Watson
<b>19</b>	Harman Atwood Charity	Lynne Hale
<b>20</b>	London Road Safety Council	Andrew Pelling Pat Ryan
<b>21</b>	London Youth Games	Oliver Lewis Badsha Quadir
<b>22</b>	Mitcham Common Conservators <i>(one non-Councillor to be appointed)</i>	Timothy Godfrey Stuart King Maggie Mansell Mr J CHEETHAM (non-Councillor)
<b>23</b>	Safer Neighbourhood Board <i>Two majority Members, including the Cabinet Member for Community, Safety &amp; Justice, one minority Councillor, namely the Minority group representative for Community, Safety &amp; Justice</i>	Hamida Ali David wood Steve O'Connell
<b>24</b>	South London and Maudsley NHS Foundation Trust (Governors)	Louisa Woodley Maggie Mansell
<b>26</b>	Whitgift Foundation	Margaret Mead
<b>27</b>	Woodmansterne Charities	Jeet Bains
<b>28</b>	LONDON COUNCILS: Grants Committee	Hamida Ali (Deputy) Louisa Woodley (Deputy) Timothy Godfrey (Deputy) Alison Butler (Deputy) Stuart Collins
<b>29</b>	LONDON COUNCILS: Greater London Employment Forum	Mark Watson (Deputy) Simon Hall
<b>30</b>	LONDON COUNCILS: Leaders Committee	Tony Newman (Deputy) Alison Butler (Deputy) Stuart Collins
<b>31</b>	LONDON COUNCILS: Pensions CIV Board	Simon Hall John Wentworth Andrew Pelling
<b>32</b>	LONDON COUNCILS: Transport & Environment Committee	Stuart King (First Deputy) Pat Ryan (Deputy) Stuart Collins (Deputy) Robert Canning (Deputy) Paul Scott
<b>33</b>	LOCAL GOVERNMENT ASSOCIATION: General Assembly	Tony Newman (Non-voting) Alison Butler (Non-voting) Stuart Collins (non-voting) mark Watson

### 'AT A GLANCE' SCRUTINY WORK PROGRAMME 2015/16

SCRUTINY OVERVIEW COMMITTEE (SOC)	<b>9 June 15</b> <ul style="list-style-type: none"> <li>• <b>QT: Leader &amp; CX</b> (post-election impact)</li> <li>• Work programme</li> <li>• Terms of reference</li> </ul>	<b>8 September 15</b> <ul style="list-style-type: none"> <li>• <b>QT: Finance and Treasury</b></li> <li>• Overview of Council Contracts</li> <li>• FM procurement contract update</li> </ul>	<b>3 November 15</b> <ul style="list-style-type: none"> <li>• <b>QT: Culture, Leisure and Sport</b></li> <li>• Capital budgets</li> <li>• Cabinet response to scrutiny recommendations</li> </ul>	<b>15 December 15</b> <ul style="list-style-type: none"> <li>• <b>QT: Leader and CX</b></li> <li>• Budget 2016/17 and performance</li> </ul>	<b>16 February 16</b> <ul style="list-style-type: none"> <li>• <b>QT: Economy and Jobs</b></li> <li>• Revitalising the evening economy in Croydon (inc. policing and licensing)</li> </ul>	<b>22 March 16</b> <ul style="list-style-type: none"> <li>• <b>QT: Communities, Safety &amp; Justice</b></li> <li>• Safer Croydon Partnership</li> <li>• Stronger Communities Partnership (update)</li> <li>• Scrutiny Annual report</li> </ul>	<b>12 April 16</b> <ul style="list-style-type: none"> <li>• Topics for 2016/17</li> <li>• Digital inclusion</li> <li>• Financial inclusion</li> <li>• Response to scrutiny recs</li> </ul>		
HEALTH, SOCIAL CARE AND HOUSING SUB-COMMITTEE (HSCH)	<b>23 June 15</b> <ul style="list-style-type: none"> <li>• Work programme</li> <li>• Terms of reference</li> <li>• Co-option Healthwatch rep</li> <li>• The work of the CCG</li> </ul>	<b>15 September (extra meeting)</b> <ul style="list-style-type: none"> <li>• Support for People Living with Chronic conditions</li> <li>• London Ambulance service</li> <li>• Reprourement of Urgent Care (CCG)</li> </ul>	<b>22 September JOINT MEETING WITH CYP SUB</b> <ul style="list-style-type: none"> <li>• CAMHS</li> <li>• Children affected by domestic violence</li> </ul>	<b>10 November 15</b> <ul style="list-style-type: none"> <li>• <b>QT: Homes, Regeneration &amp; Planning</b></li> <li>• Outcome Based Commissioning</li> <li>• Mental health Review</li> <li>• Adult safeguarding</li> <li>• Housing repairs</li> </ul>	<b>23 November (extra meeting)</b> <ul style="list-style-type: none"> <li>• CHS response to CQC inspection including QUIPP</li> </ul>	<b>8 December 15</b> <ul style="list-style-type: none"> <li>• GP Performance including instances of Immunisation</li> <li>• Professions allied to medicine</li> </ul>	<b>26 January 16</b> <ul style="list-style-type: none"> <li>• <b>QT: Families, Health &amp; Social Care</b></li> <li>• Better Care Fund</li> <li>• LAS – CQC Inspection Outcomes and QUIPP</li> <li>• CCG Provision of CDC Services</li> </ul>	<b>8 March 16</b> <ul style="list-style-type: none"> <li>• SLAM (and CAMHS)</li> <li>• HWBB (including sexual health)</li> <li>• Review of the Work Programme</li> </ul>	<b>10 May 16</b> <ul style="list-style-type: none"> <li>• Topics for 2016/17</li> <li>• Quality Accounts</li> </ul>
CHILDREN AND YOUNG PEOPLE SUB-COMMITTEE (CYP)	<b>16 June 15</b> <ul style="list-style-type: none"> <li>• School places</li> <li>• Estates strategy</li> <li>• Work programme</li> <li>• Terms of reference</li> </ul>	<b>14 July 15</b> <ul style="list-style-type: none"> <li>• Fostering Services and Adoption Services</li> <li>• Cabinet response report &amp; action plan re. children's safeguarding recommendations</li> </ul>	<b>22 September 15 JOINT MEETING WITH HEALTH SUB</b> <ul style="list-style-type: none"> <li>• CAMHS</li> <li>• Children affected by domestic violence</li> </ul>	<b>13 October 15 (extra meeting)</b> <ul style="list-style-type: none"> <li>• Safeguarding/ Council social care</li> <li>• The work of the Children's Safeguarding Board and its Annual Report</li> </ul>	<b>17 November 15</b> <p style="text-align: center; color: magenta;"><b>YOUNG PEOPLES TAKEOVER MEETING</b></p> <p>Topic = Housing</p>	<b>12 January 16</b> <ul style="list-style-type: none"> <li>• <b>QT: Children, Young People &amp; Learning</b></li> <li>• School standards and inclusion</li> <li>• The Budget 2016/17</li> <li>• Review of the Work Programme</li> <li>• Cabinet response to recommendations</li> </ul>	<b>15 March 16</b> <ul style="list-style-type: none"> <li>• Children's safeguarding and council social care</li> <li>• Transition from children's social care to adult social care</li> <li>• Topics for 2016/17</li> </ul>		
STREETS AND ENVIRONMENT SUB-COMMITTEE (S&E)	<b>30 June 15</b> <ul style="list-style-type: none"> <li>• Work programme</li> <li>• Terms of reference</li> <li>• Scene setting from stakeholders re. Transport Vision</li> </ul>	<b>7 September 15 (extra meeting)</b> <ul style="list-style-type: none"> <li>• Norbury Avenue Experimental Road Closure</li> </ul>	<b>29 Sept 15</b> <ul style="list-style-type: none"> <li>• <b>QT: Transport &amp; Environment</b></li> <li>• Network Rail</li> </ul>	<b>24 November 15</b> <ul style="list-style-type: none"> <li>• Croydon Local Plan</li> <li>• Cabinet response to recommendations</li> </ul>	<b>2 February 16</b> <ul style="list-style-type: none"> <li>• <b>QT: Green and Clean</b></li> <li>• Village style contract</li> <li>• Street lighting</li> </ul>	<b>1 March 16</b> <ul style="list-style-type: none"> <li>• Metropolitan centre co-ordination and delivery</li> <li>• Review of the Work Programme</li> </ul>	<b>5 April 16</b>		

## APPENDIX 2- ELECTORAL VARIANCE 2016



# Croydon Council

## APPENDIX 3 Estimated electoral variance in 2022

