

2015/16

Annual report

'Making services answerable to people'

DRAFT



A report by the
Croydon Council
Scrutiny and Overview
Committee

DRAFT

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HOW TO GET INVOLVED!

- Scrutiny Committee meetings are open to the public and a list of forthcoming meetings is displayed on the Town Hall notice board and in public libraries. Details are also found on the Council website at www.croydon.gov.uk
- Suggest topics to your Ward Councillor for development as a Member Mini Review
- Please send us your suggestions for topics for review by a scrutiny Committee by writing, emailing or telephoning the scrutiny team – see Section 4 of this report for contact details or by tweeting us [@CROYDemocracy](https://twitter.com/CROYDemocracy)
- Answer our quick polls on the council website [here](#)
- Email questions you have about public services delivered in Croydon to scrutiny.chair@croydon.gov.uk – but please note that we cannot answer questions about individual problems or cases
- Follow us [@CROYDemocracy](https://twitter.com/CROYDemocracy) on twitter to find out more about what scrutiny is doing to 'make public services answerable to people'

Find out about Croydon [here](#)



Foreword



Councillor Sean Fitzsimons,
Chair of Scrutiny

It is a sad fact that some key public service organisations have recently been the subject of criticisms by regulators and independent inquiries. The key finding of many of these reports can be summed up in a question and answer:

Question 'How did we get here?'

Answer 'In small steps'

Small steps can lead to good outcomes as well as bad outcomes.

In the year to come Croydon (the place) faces major economic challenges and scrutiny needs to play its part in meeting these as fully as possible. The financial challenge facing all local government and its public sector partners is apparent and these challenges will have an impact across many areas of service delivery from the Council and partner organisations. The next 12 months will be challenging for all of us.

This report is about looking back to see where scrutiny has made a (small) difference and where more needs to be done. Everything we have done this year has been under the banner of '**making services answerable to people**' and goes back to the objectives we set out in the 2014/15 Scrutiny Annual Report.

We said we would:

- *Invite a group of young people to 'take over' a meeting of the Children and Young People Scrutiny Sub-Committee meeting in November 2015 to scrutinise a topic of importance to them.*

We did and it was hugely successful generating interest beyond the borough and highlighting a topic which hadn't been on our radar previously. In its way it was a small step in the right direction and now we proposed to take more steps.

- *Investigate the potential of seeking applications from individuals who could attend Scrutiny and Overview meetings as a Co-optee to contribute a wider community perspective and/or to investigate the potential of bringing together a panel of people with specific interests and areas of expertise to contribute to scrutiny meetings.*

The Scrutiny and Overview Committee decided at its first meeting of the new municipal year not to pursue a route of formal co-option but to make all our scrutiny committee meetings open to local people, stakeholders and partners so that we could hear as many community voices as possible. And this we have done. Our meetings have been 'events' with far more contributors and attendees than ever.

- ***Continue to hold up to five meetings of the Health, Social Care and Housing Sub-Committee in the community having learned lessons from the experiences of this year.***

The Health, Social Care and Housing Scrutiny Sub-Committee has held 6 meetings out and about this year. Scrutiny officers developed an engagement and publicity plan for each meeting and we attempted to theme the agenda to make it relevant to the venue – for example scrutinising the Croydon Health Services NHS Trust at the specially convened meeting was held at Croydon University Hospital. This single item agenda reviewed the outcomes and quality improvement plan arising from the latest Care Quality Commission (CQC) inspection in November.

The results were varied in terms of the numbers of new faces at meetings and we may look to web-casting as a way of reaching out to the community in the coming months.

- ***Work hard to encourage more members of the public, stakeholders and partners to attend scrutiny meetings in the next year – wherever they are held.***

Not only have we held more scrutiny meetings than ever before, but they have been better attended – both in the room and virtually through webcasting. This is evidenced by the increasing number of answers local people are seeking through scrutiny. Considerable effort has been made to advertise scrutiny meetings including through the placement of banners, pop up posters and publicity in the local press. There is still much to be done in encouraging local people to get involved however and going forward this will be one of our key objectives for the next 12 months.

- ***Encourage further involvement by back bench Members including getting involved in scrutiny through the Mini Review process as a means of putting the spotlight on issues of concern or local interest.***

This year we received two more applications from Members who wished to run mini reviews and put a third 'on the back burner' due to pressure on staff resources. These mini reviews cover important issues relating to school exclusions and traveller needs in the borough and we look forward to receiving recommendations from these reviews early in the new municipal year.

- ***Encourage further community engagement in the scrutiny process through web-casting.***

This year all Scrutiny and Overview Committee meetings have been webcast and half way through the year we extended webcasting to include all Cabinet Member Question Time sessions held in the town hall and call-in meetings.

- ***Explore the potential of accepting questions through social media.***

This is being considered by the council as part of wider consideration of engagement with residents, stakeholders and partners. However, during the review of the decision to temporarily close Fairfield Halls, a question received from Gavin Barwell MP through Twitter was accepted and asked through scrutiny.

- ***Aspire to better scrutiny by developing offers to Members through learning and development visits and informal meetings to gather information on best practice.***

The programme of supporting scrutiny Member learning and development has continued this year – with visits and briefings to seek information for our reviews. The briefings that preceded the scrutiny reviews of the proposed Croydon Local Plan and the council Budget 2016/17 were well attended and Members said that they gave them a better understanding of the issues.

- ***Re-fresh the constitutional requirements relating to the Call-In process***

The scrutiny Chairs on behalf of the Scrutiny and Overview Committee have made recommendations to the Constitution Working Party on changes to the call-in process and the terms of reference for its sub-committees. We await developments.

In addition to delivering against these objectives, we have developed a Scrutiny Outcomes Framework this year to evaluate the difference scrutiny has made through its efforts. This is described in detail on the following pages but shows that we are working to reach out, hear what people have to say, challenge and take action to help **'make services answerable to people'** in Croydon.

Councillor Sean Fitzsimons

April 2016

Some of the voices we've heard in 2015/16

(with apologies if you have been missed off the list)

Adult Safeguarding Board
Arup
Bad Apple
Bikeability
Boxpark
Children and Families Partnership
Croydon BID
Croydon Churches Housing Association
Croydon Clinical Commissioning Group (CCG)
Croydon College students
Croydon Council officers
Croydon Cyclists Campaign
Croydon Drop-in Zone
Croydon Health Services NHS Trust
Croydon Safeguarding Children Board
Croydon Ward Members
Croydon Youth Council
Crystal Palace Transition Town
Cycle Forum
East Surrey Transport Committee
Evolve Housing
Fairfield (Croydon) Limited
Foster Carers' Association
Health and Wellbeing Board
HealthWatch Croydon
Living Streets
London Ambulance Service
London Borough of Lambeth
Matthews Yard
Mighty Men of Valour
Mobility Forum
Network Rail
NHS England
Off the Record
Older People's Network (OPeN)
Patients' Forum London
Ambulance Service
Probation Service
Police
Private rented sector landlords
Pub Watch
Public Health Croydon
Public Transport Liaison Panel
RISE Gallery
Royal Mail
Safer Croydon Partnership
Save the David Lean Cinema Campaign
South London and Maudsley NHS Foundation Trust (SLaM)
Southern GTR
Stronger Communities Partnership
Sustrans
The Oval
The Spread Eagle
Transport for London
UK Youth Parliament
Veolia
Waltham Forest Council
Wheels for Wellbeing
www.londonreconnections.com

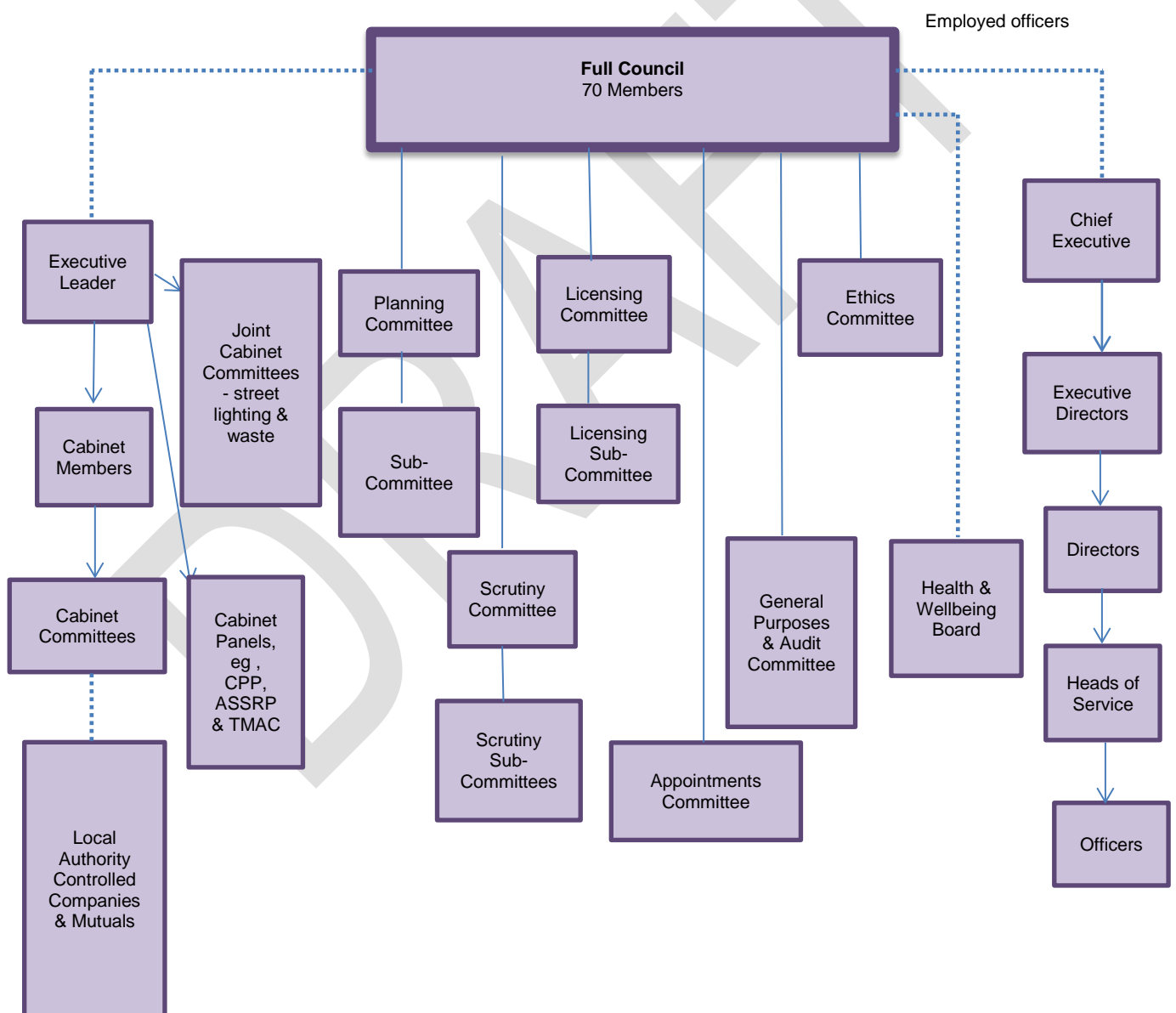
... and local people

Section 1 - An overview of scrutiny in Croydon

1. Scrutiny within the decision-making process

Scrutiny was introduced by Central Government in 2000, when councils were asked to choose between three governance options: Leader and Cabinet with Scrutiny Function; Mayor and Cabinet; or Council Manager and Cabinet.

Croydon Council operates within the Leader and Cabinet model of governance and decision-making and comprises a Full Council of 70 Members (in 24 wards) led by the Leader and Cabinet. Meet the Cabinet [here](#)



The **Executive Leadership team** comprises:



Paul Greenhalgh
Executive director People
(left March 2016)



Nathan Elvery
Chief executive and
executive
director Resources



Jo Negrini
Executive director Place

2. The role of Scrutiny

The council's Cabinet acts as the Executive decision-making body for Croydon Council. Other public bodies in Croydon (including the Police, Clinical Commissioning Group, Croydon University Hospital, and Transport for London) have similar executive decision-makers.

The role of scrutiny is to hold all these public sector executives to account for the public money they have been given to spend within Croydon borough boundaries. When these public bodies are required by law to work in Statutory Partnerships, the role of scrutiny is to hold the Partnerships to account.

The role of scrutiny Members is to be at the heart of the transformation to support the good, raise the alarm on the bad and to reassure the voting public that their elected representatives are looking after their interests. Whether they are involved or not, every Councillor will be affected by the work of overview and scrutiny.

3. Public accountability through scrutiny

Scrutiny is a valuable asset to the public sector in Croydon. It provides opportunities for Councillors to examine in-depth the impact of specific policies, services and plans and to make recommendations for improvement based on the evidence gathered.

The overview and scrutiny function is a statutory power and a 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 therefore 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 the following principles:

- Many voices are heard (not just the vocal ones) so that issues are brought to bear in high level strategies
- We elect representatives and empower Executives to make decisions for us not so that we can take those decisions again in scrutiny. Scrutiny aims to clarify how decisions are made and hold decision-makers to account
- The great tragedy of public administration is the destruction of beautiful strategies by ugly facts on the ground
- Commitment to finding treating residents as adults and trusting them with the real reasons for decisions even if those decisions are hard to take

4. Scrutiny Committees in Croydon

Scrutiny in Croydon is led by the Scrutiny and Overview Committee and supported by three more specialist Sub-Committees covering issues relating to:

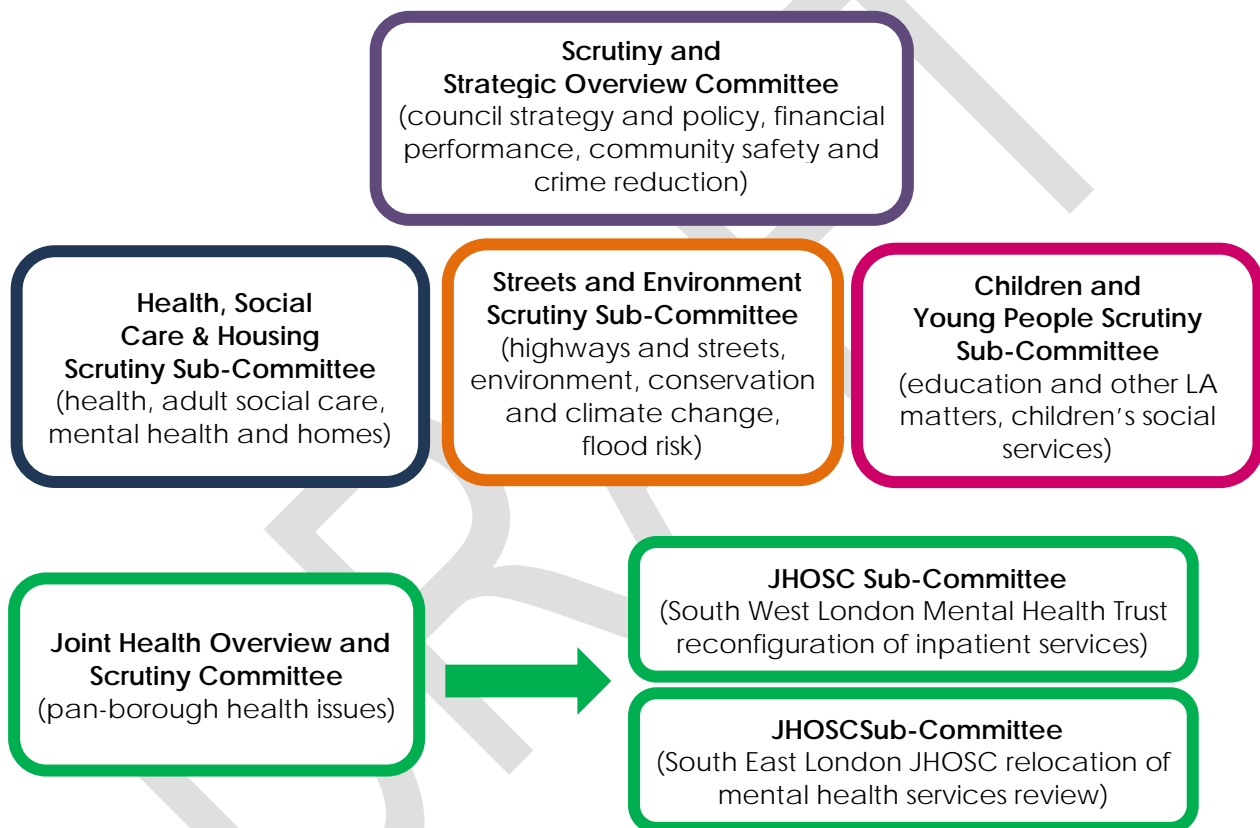
- Health, mental health, adult social care, homelessness and housing
- Streets, transport and highways, development and the environment
- Education, children's social care, child safeguarding and employability for young people

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.

In February 2016, another example of how the Health, Social Care and Housing Scrutiny Sub-Committee is responding to the changing landscape within the health economy was demonstrated. A South East London JHOSC has been convened to review the relocation of a mental health service. The Chair and Vice Chair of the Health Scrutiny Sub-Committee will attend the JHOSC and will use the learning from the South West London JHOSC review to inform Croydon's responses to the changes in service.

An "at a glance" 2015/16 scrutiny work programme is attached at Appendix B.



5. 'Call-ins'

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.

6. Councillor Call for Action

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.

7. Local Action Mini Reviews

Local Action Mini Reviews were developed by Croydon in 2014 to enable any back bench Member of the Council to investigate a matter of local concern and use the scrutiny process to make recommendations to public service providers in the borough.

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:

- Councillor Matthew Kyeremeh is leading a review into school exclusions
- Councillor Andrew Rendle is undertaking a wide-ranging review into the needs of travellers in the borough and how these sit alongside other residents

Both reviews are due to report in June 2016.

Section 2 – Scrutiny Outcomes Framework

1. The scrutiny framework

The council aims to improve openness and accountability in public services in Croydon and each part of the council has a role to play in delivering the transparency agenda. Scrutiny¹ is integral to governance by actively scrutinising the planning and provision of public services within the borough.



Councillor Carole Bonner
Deputy Chair



Councillor Sean Fitzsimons
Chair of Scrutiny



Councillor Sara Bashford
Vice Chair

A **Scrutiny Outcomes Framework** is in place to assess the difference scrutiny has made against the following outcomes:

- Community involvement, engagement and social value
- Public services awareness
- Ward Members involvement
- Scrutiny Member involvement

In addition, a number of target objectives for scrutiny to achieve within the Scrutiny Outcomes Framework and these are as follows:

- Embracing many voices
- Transparency and openness
- Accountability/ answerability
- Improved outcomes²
- Social value³
- Democratic outreach

See Appendix A for a table where our self assessment against scrutiny outcomes have been recorded.

¹ See [here](#) for Scrutiny webpages

² Improved services or value for money

³ Whether the project/ topic/ initiative/ review has had a positive differential impact

2. Community involvement, engagement and social value outcomes

The community should feel it is involved in and can influence the decision-making process. One aim of scrutiny is to give residents confidence that matters which they raise or are raised for them by their ward Members are properly debated. Residents should feel involved in the decision-making processes of public bodies, including through scrutiny. Public service organisations cannot always give residents what they want but residents should be able to hear the reasons why even if they do not agree with the reasons.

WE WANT TO SEE

- Local people being involved in decision-making (consultative, participative, attendance)
- Increasing opportunities for local people to be involved in scrutiny in a meaningful way.



HOW ARE WE DOING?

2.1 Hold all Cabinet Members to account

In implementing the openness, transparency and accountability agenda of the administration scrutiny aims to **ensure council decision makers are accountable** through Question Time sessions⁴. Typically, Cabinet Members address the following questions in a short presentation before answering questions:

- What are your portfolio priorities and why are they priorities?
- What will you stop doing? What will you start doing?
- What are the causes of financial pressures in your portfolio?
- What are the weaknesses in your portfolio?

⁴ See our webcasts at <http://www.croydon.public-i.tv/core/portal/home>

Leader of the Council

The Scrutiny and Overview Committee heard from the Leader, Councillor Tony Newman in June 2015 when he provided information about the challenges and opportunities facing the borough following the general election in May.



These included Budget pressures, the opportunities offered by sharing services with other boroughs, fair funding, the potential impact of the Mayoral election in 2016 and progress made by the Fairness and Opportunity Commission in Croydon.

The Leader returned to scrutiny with the Chief Executive, Nathan Elvery, in December 2015 to outline the proposed council Budget 2015/16 alongside performance information. In consideration of this pre-decision item, the Leader presented a gloomy picture of swingeing cuts to the council's funding and dramatic and increasing need for its services which was presenting the council with unprecedented challenges. He informed the Committee that the council was responding by looking to do more for less, was working differently and was not looking at 'salami slicing' services to make the savings necessary.

Outcomes: Members were particularly concerned about the impact of in year funding cuts including relating to the Unaccompanied Asylum Seeking Children grant. The Committee made recommendations to Cabinet about charges for community events in parks.

Cabinet Member for Finance and Treasury

Councillor Simon Hall, Cabinet Member for Finance and Treasury attended the Scrutiny and Overview Committee in September 2015.

Councillor Hall provided information about reductions in the grant and increasing demand, recent Government policy changes, the implications of population increases and demographic shift shifts in the borough which have impacted on homelessness, adult social care and SEN transport. He also provided information about the impact of cuts in other public services including on the NHS and Police.



Members were particularly concerned about in year cuts in budgets which affect delivery of services including Unaccompanied Asylum Seeking Children, Welfare benefits, Public Health, CALAT, Parking and Housing rent levels all of which make the already challenging 2015/16 budget more difficult to deliver.

Outcomes: The Committee resolved to support the council's efforts to lobby the Home Office about withdrawal of funding for Unaccompanied Asylum Seeking Children (UASC); the potential impact on resources in the borough should large numbers of UASC come here in the future as a result of the current migrant crisis in Europe and the need for a dispersal process to be put in place.

Cabinet Member for Culture, Leisure and Sport

Councillor Timothy Godfrey, Cabinet Member for Culture, Leisure and Sport attended the Scrutiny and Overview Committee meeting on 3 November and gave a presentation on the successes of the past 12 months and future pressures facing his portfolio.



The Cabinet Member provided the Committee with information on matters as diverse as the forthcoming Parks Review including the use of redundant buildings, improving access to venues and spaces around the borough, funding issues, the Book Fund and libraries and the provision of sport, music and cultural activities for young people.

Outcomes: The Committee asked the Cabinet Member to return next year and requested that his presentation then focuses on access to facilities and fair funding including the potential for community involvement and what needs to be done to make progress on this.

Cabinet Member for Economy and Jobs

At the Scrutiny and Overview meeting on 16 February, Councillor Toni Letts, Cabinet Member for Economic Development provided the Committee with information about the delivery of a job brokerage service, the 'tech' city at Davis House, challenges relating to 'move on' office accommodation and the need to ensure residents have the right skills so that they can find employment in the borough.



Complex issues relating to permitted development leading to the loss of office space, moves made by the council to limit this in the metropolitan centre were also reviewed at length.

Also on the agenda for the meeting was a review of the evening and night time economy in Croydon and the Cabinet Member faced a number of questions about Boxpark. She was unable to provide answers to all questions due to the commercially sensitive information involved though she was, with the assistance of the Executive Director Place, able to provide some information about the loan to Boxpark, the payback period and nature of the development.

Outcomes: Based on the information received from the Cabinet Member and the Executive Director Place, the Committee made a recommendation that the work and support provided to start-up businesses in the town, including the 'free for one year' business rates scheme be added to the Committee work programme 2016/17.

Cabinet Member for Communities, Safety and Justice

Cabinet Member for Safety and Justice, Councillor Mark Watson attended the Scrutiny and Overview Committee meeting on 22 March.



To be completed post meeting

Outcomes:

To be completed post meeting

Cabinet Member for Transport and Environment

Councillor Kathy Bee, Cabinet Member for Transport and Environment answered questions from members and the public on the priorities for the council and the borough at a meeting of the Streets Sub-Committee at the end of September 2015.



Councillor Bee gave a comprehensive presentation about the successes of the past 12 months, priorities for the future, challenges facing her portfolio and pressures affecting it. She answered wide ranging questions including those affecting consultation and implementation of the first 20mph area in the north of the borough, parking issues including lessons learned from the closure of Lime Green car park, the use of speed recorders, Quietways, rail services in the borough, flood prevention, pavement and road repairs, cycle parking and countdown displays at bus stops.

Outcomes: The specification of material for road surfacing would be reviewed following concerns about surfaces breaking up after only a few months. In addition, plans to work with 7 other boroughs on a regime of assessing levels of risk relating to the condition of road surfaces would be pursued.

Cabinet Member for Green and Clean

Councillor Stuart Collins, Cabinet Member for Green and Clean attended the Streets Sub-Committee meeting on 2 February 2016 and through his responses to questions provided information about the priorities for his portfolio and the challenges to deliver important green and clean priorities within its £30m budget.



Members asked questions on garden waste and the new paid for service, the impact of the London Living wage, recycling, fly-tipping, Christmas tree collections and fixed penalty notices.

Outcomes: Recommendations made to Cabinet in relation to introducing additional recycling collections from recycling centres after Christmas in response to increased demand, it consider the environmental impact of a borough-wide Christmas tree collection service and that it reviews the penalty system for people leaving bulky items at recycling centres.

Cabinet Member for Children, Young People and Learning

At the 12 January 2016 meeting of the Children and Young People Scrutiny Sub-Committee, Members were given a presentation by the Cabinet Member for Children, Families and Learning, Councillor Alisa Flemming covering the following areas:



- Improving the quality of educational attainment, particularly at Key Stage 2, prior to the transition to secondary school
- Intervening early in children's safeguarding cases and embedding a preventative approach, including the use of "early help assessments" in all children's services
- Managing school place planning in the context of reduced Government funding
- Supporting and developing community, voluntary and faith sector youth provision for young people with limited resources

Councillor Alisa Flemming stressed the importance of putting early intervention at the heart of all services to provide all children in the borough a good start in life. She also outlined the range of steps being taken to address the financial pressures being faced by services in the light of shrinking funding.

Outcomes: Sub-Committee members agreed to probe in greater depth the contributions of the borough and the Department for Education to the funding of school places in the borough to ensure efficient management of resources and good value for money.

Cabinet Member for Families, Health and Social Care

At its meeting on 26 January 2016, the Health Sub-Committee heard from Councillor Louisa Woodley that a decision on the Accountable Provider Alliance would be considered by Cabinet in March.



She also reported that members of Parliament's Health Select Committee had visited the council regarding the cutting edge work being undertaken in the Gateway project. Outcomes included intervening in over 1,100 cases to stop families becoming homeless. Pressures identified within the portfolio include the high percentage of residents over the age of 65 and the growing need for temporary

accommodation. The biggest challenge was delivering all the different initiatives outlined within the context of tight budgetary pressures.

The Cabinet Member answered questions on issues relating to mental health, meal on wheels services, care homes and the psychological needs of people with sickle cell anemia.

Outcomes: Officers from the CCG present at the meeting indicated a willingness to work with Croydon NHS in identifying and the psychological needs of people with sickle cell anemia.

Cabinet Member for Homes and Regeneration

At a well-attended meeting of the Health, Social Care and Housing Scrutiny Sub-Committee in New Addington on 10 November 2015, the Cabinet Member for Homes and Regeneration, Councillor Alison Butler gave a flavour of what homes will look like in the context of regeneration across Croydon. Councillor Butler put in to context the challenges facing all London boroughs as we continued to be gripped by a national housing crisis.



Outcomes: Councillor Butler responded to housing repairs concerns shared by the Committee at ward level and supplied replies to questions submitted by the public.

2.2 Make public service providers answerable

At the beginning of the year, the scrutiny Chairs stated their determination to continue to work started last year where questions to decision-makers were actively encouraged through scrutiny.

By other organisations

Organisations invited to meetings have been encouraged ask questions:

- At the Health, Social Care and Housing Scrutiny Sub-Committee meeting on 10 November 2015, private rented sector **landlords** were present to ask the Cabinet Member for Homes and Regeneration questions about the implementation of the Landlords Licensing scheme which came into operation on 1 October 2015 and had seen 3000 properties registered by the launch date.

- In addition to the regular organisations that attend most if not all meetings (ie. CHS, CCG, SlaM) there is also an open invitation for **local and national representation** from organisations such as MIND in Croydon, CQC and others to attend meetings and ask questions.
- The **Foster Carers Association** attended the Children and Young People Scrutiny Sub-Committee meeting in July 2015 and were asked questions as well as providing information and insight into issues facing people who foster children in the borough.
- **Patients' Forum** London Ambulance Service were in attendance at the September meeting of the Health, Social Care and Housing Scrutiny Sub-Committee. They were able to provide the Committee with insight and to challenge reporting by LAS with real examples of where the service was performing well and where it was under achieving.

By local people

- Residents who come along to scrutiny meetings are encouraged to ask questions and have done so including at the Streets and Environment Scrutiny Sub-Committee meeting on 7 September when Councillor Kathy Bee took questions from local people on the **experimental road order** in Norbury Avenue.
- A number of residents attended and participated in the Scrutiny and Overview Committee meeting in February which included an item on the **night time economy** in Croydon.
- The scrutiny team has also proactively encouraged local people to **Get Involved!** and submit questions to Cabinet Members through the council's engagement platform.

This process has generated questions on issues relating to parking, green waste collections, housing issues and access to health services.



8 questions from members of the public were generated for the recent Question Time event with the Cabinet Member for Green Clean Croydon at the Streets and Environment Scrutiny Sub-Committee on 2 February 2016

2.3 Responding to emerging issues

Although an outline scrutiny work programme is often developed at the beginning of the year, some capacity is retained to allow flexibility. Notwithstanding this however, additional meetings are summoned to enable emerging issues to be reviewed.

Health issues

The outcomes of the **CQC inspection of Croydon University Hospital** were reviewed at a special meeting of the Health, Social Care and Housing Scrutiny Sub-Committee on 23 November 2015. The Chair of the Croydon NHS Trust was in attendance, along with the Medical Director and Director of Nursing. Members established that overall there had been significant improvement since the last inspection, in particular with regards to "Caring" and staff engagement.



Whilst the overall rating of the Inspection was "Needs Improvement", it was noted that 64% of categories were rated as "Good", and that if the CQC returned within the next 12 months, officers were confident an overall rating of "Good" would be secured.

Other emerging health reviews included:

- London Ambulance Service CQC Inspection outcomes
- Reprourement of Urgent Care
- Relocation of the Child Development Centre

Safeguarding

At an extra meeting of the Children and young People Scrutiny Sub-Committee on 13 October, Members reviewed the work of the **Croydon Safeguarding Children Board (CSCB)** and its annual report. Members established that child safeguarding risks were rising as a result of challenges presented by the rising population of the borough and the reduced funding available to deliver services. It noted that improvements were required to communications between London councils, within communities and across boroughs including improved tracking of looked after children as they move from one borough to another. Finding effective ways of retaining staff to ensure a consistent quality of service and improving links between primary schools and the CSCB were also cited as areas for improvement by scrutiny.

Regeneration

Plans for the **Metropolitan Centre** of Croydon were considered at a meeting of the Streets and Environment Scrutiny Sub-Committee on 1 March 2016. The Sub-Committee made recommendations to the Executive Director Place that Ward Councillors are kept informed of all large scale developments in or outside of their wards. It also recommended that Cabinet creates a public engagement strategy to encompass redevelopment projects and that it review and update the Public Realm Design Guide before adopting it as a supplementary planning document.

Other emerging regeneration issues have included:

- Croydon Local Plan consultation
- School travel plans
- Construction management plans

2.4 Highlight issues not previously 'on the radar'

In the 2014/15 Annual Report, the Chair of Scrutiny, Councillor Sean Fitzsimons, stated in his Foreword that scrutiny needs to "try very hard to identify points of weakness and the unknown unknowns facing our borough and its residents." Identifying issues not previously on the radar is one way of looking for the 'unknown unknown's' that Donald Rumsfeld referred to in his famous 2002 speech.

Housing for young people

The Young People's Takeover project raised the profile of issues relating to young people, their housing needs and homelessness.

"We asked young people what was important to them and they decided they wanted to look at the availability of housing for young people. This wasn't what we thought they would choose so it presented an opportunity to scrutinise a new topic and those responsible for providing the housing services to our young people."

Councillor Sara Bashford
Chair, Children and Young People Scrutiny Sub-Committee

The young people researched or asked for information on a broad range of issues including:

- Work carried out to bring empty properties back into use to increase housing supply in the borough
- Work done with private sector developers to provide affordable accommodation to graduates in Croydon to retain them here
- Work done with employers to provide in-kind benefits such as rent deposit schemes as they already help with buying season tickets or bicycles
- Questions on the use of licenses instead of assured shorthold tenancies for young people
- Help for young people facing eviction under section 21 of the Housing Act 1988 which does not require landlords to state a reason for the eviction
- The impact of the low housing benefit rates on young people's ability to afford their rents and the possibility of enabling young people's landlords to receive housing benefits directly in order to reduce the likelihood of rent arrears
- Raising awareness of "sofa surfing" among many young people as a form of unreported homelessness
- The role of the development company in increasing supply of Housing

As a result of the meeting, recommendations were made which Cabinet responded to at its meeting on 21 March 2016. **Insert additional comments re Cabinet paper here.**

London Ambulance Service (LAS)

LAS officers were invited to a meeting of the Health, Social Care and Housing Scrutiny Sub-Committee in September 2015 as Members had been aware that they had not scrutinised the service for some time. Officers from LAS provided the Committee with an overview of services delivered in Croydon and how local services are incorporated and delivered London-wide.

LAS was open about its service aspirations and a series of service transformation initiatives it was taking forward to improve service delivery. LAS confirmed that across London staffing levels remain a concern though Members established that Croydon enjoys over capacity of paramedics. The varied voices in the room confirmed that there had been a cultural shift within the LAS resulting in examples of good interaction between the Patient Forum, the CCG, SLAM and the council's safeguarding team.

London ambulance service put into special measures

Care Quality Commission inspectors express serious concerns after finding major incident protocols have not been amended since London Olympics



London ambulance crews told inspectors there were not enough appropriately trained staff to ensure that patients were consistently safe and had the right level of care. Photograph: Yui Mok/PA

The London ambulance service is the first 999 trust in England to be put in special measures after the health inspectorate expressed "serious concerns" about the way it might respond to terrorism and other mass-casualty emergencies. A team of 54 inspectors and specialists, including paramedics, call handlers, urgent care practitioners and operations managers, also uncovered shortages of frontline staff, poor response times to the most urgent calls, a culture of bullying, and lack of leadership.

2.6 Co-option in Croydon

Formal co-option

Formal co-option to scrutiny sub-committees:

- Health, Social Care and Housing Scrutiny Sub-Committee – HealthWatch Croydon
- Children and Young People Scrutiny Sub-Committee – Teacher representative, Diocesan representative and parent governor representatives

- The Scrutiny and Overview Committee is empowered to appoint a crime and disorder co-optee but prefers to seek contributions from the community, partnership organisations and other interested parties to provide information, make presentations and ask questions at its scrutiny meetings

Special co-option

The innovative **Young People's take-over** project involved students from Croydon College being formally co-opted to a scrutiny committee and leading questioning on a topic chosen by them – housing for young people⁵ at a webcast meeting of the Children and Young People Scrutiny Sub-Committee on 17 November.



"I'm not pregnant, I have no medical needs, I'm not leaving care. What chances have I got of obtaining affordable accommodation in Croydon?"

GN describing the housing issues young people face

In preparation for the meeting, the views of 52 young people and 12 private landlords were captured through surveys and interviews by the young people themselves. Through the process the young people:

- Called politicians, officers and representatives of housing providers to account through vigorous questioning at the Children and Young People Scrutiny Sub-Committee meeting on 17 November
- Influenced public discourse beyond the scrutiny meeting through consultation exercises, messages to local and national politicians, acting as "housing ambassadors" to other young people
- Developed life skills including effective communication and questioning skills
- Contributed to the consultation on Croydon's Local Plan
- Made recommendations to the Council's Cabinet
- Attended a Full Council meeting and received a celebration certificate from the Mayor
- Enriched their Personal Statements

⁵ Housing was considered more important than crime, mental health and public transport



Informal panels of experts

Informal panels of experts have been developed over the past 12 months to help develop lines of enquiry, produce briefing documents and topic reports and participate in questioning at scrutiny.

Our 'rail' experts have been involved in meetings of the Streets and Environment Scrutiny Sub-Committee when Members reviewed the Transport Vision for Croydon (June 2015) and Network Rails plans to upgrade the Brighton Mainline (September 2015).

2.5 Consultation



Scrutiny aims to give a voice to residents and partners by encouraging their views to be heard as a valuable contribution and to the 'due diligence' of services through scrutiny reviews.

Polls and Surveys

Encouraging people to voice their views on topics under review has been undertaken by inviting involvement through surveys and polls.

- **Quick polls** have been used for the first time this year to find out how people feel about a topic as part of the committee evidence gathering process. The first of these polls was conducted on the topic of the **Evening and Night Time** economy.

The poll, conducted over 4 days before the meeting on 16 February, through the council's Get Involved! engagement platform on the website was completed by 111 people and provided a snapshot of how local people feel about the night time economy and how it could be improved.

A number of residents were present at the meeting to hear invited contributors provide information about opportunities and barriers to revitalising the evening and night time economy, ideas and proposals for change and some 'quick win' ideas. The Committee made recommendations relating to some of these suggestions and proposals and encouraged stakeholders and partners to enhance their efforts to collaborate, in recognition that it was neither possible nor appropriate for the council act alone.

- **Surveys** – have also been conducted to inform Local Action Mini Reviews:
 - For the **Royal Mail** mini review a Survey Monkey questionnaire was emailed to local residents' associations and generated 565 responses across 5 wards. In accepting the recommendations of the mini review, representatives from the Royal Mail informed Members that the weight of opinion provided had been "helpful" and had put Croydon's parcel delivery needs on the map at national level.
 - The **school exclusions** mini review is also using surveys to inform its findings. Ward Members and the borough's Special Needs Advice Co-ordinators were surveyed initially before more detailed discussions with head teachers, the borough's behaviour consultant, excluded pupils and parents were held. The mini review is due to report its conclusions and recommendations in early summer 2016.

As part of the formal consultation process

Croydon Local Plan generated 7000+ representations including from the Scrutiny Chair who voiced the views of Members following a review of the Plan by the Streets and Environment Scrutiny Sub-Committee in November 2015. The Children and young People Scrutiny Sub-Committee also referenced the Plan at its meeting on 17 November.

Extract from the letter of representation to the Croydon Local Plan from Councillor Sean Fitzsimons, Chair of Scrutiny:

“Young people present at the Children and Young People Scrutiny Sub-Committee meeting on 17 November suggested that more small units and starter accommodation in the borough would better fulfil the housing needs of young people rather than perpetuating a reliance on shared accommodation. Members were informed that current planning policy, including space standards, did not support this, although the Sutton Trust report on new housing solutions in London (Home Advantage) indicated that some boroughs have been able to build starter accommodation for young people using a template of student accommodation.



“I would ask you to note that the Children and Young People Scrutiny Sub-Committee at its meeting on 17 November 2015 resolved to recommend to Cabinet that the council should:

- *Address the needs of its large young adult population in the Croydon Local Plan and its Housing Allocation Policy*
- *Work with developers to provide suitable housing for young graduates to retain talent in the borough*
- *The Council's development company should consider providing accommodation specifically for young people, such as basic 'starter homes' ”*

2.6 Identifying scrutiny topics

Scrutiny topics come from a number of sources. This year we have seen suggestions from:

Scrutiny Members

- **Children affected by domestic violence** (Children and Young People Scrutiny Sub-Committee)

- Support for **people living with chronic conditions** (Health, Social Care and Housing Scrutiny Sub-Committee)
- Revitalising the **evening and night time economy** (Scrutiny and Overview Committee)

Ward Members

including Village style **street cleaning and waste collections** (Streets and Environment Scrutiny Sub-Committee)

Cabinet Member referral

including the **Experimental Road Order** at Norbury Avenue which formed part of a Transport for London Quietways project.

Referrals from partners

A number of topics have been suggested by or referred to scrutiny by partners – including:

- **Prevention Self Care Shared decision making** (Croydon CCG)
- **Croydon Metropolitan Centre** (Croydon Council)
- **Transport Vision for Croydon** (Croydon Council)
- **Relocation of the Child Development Centre** (Croydon NHS Trust)
- **Digital inclusion** (Croydon Council)
- **Financial inclusion** (Croydon Council)
- **Emergency Place of Safety** (SLaM)

Community outreach

The **Young People's Takeover Project** and its review into the housing needs of young people at the Children and Young People Scrutiny Sub-Committee meeting in November 2015, was a direct result of outreach work.

The Sub-Committee invited the young people to join the Members as fully co-opted members of the Committee and to choose a topic of concern to them. The young people themselves decided that housing topped the list of issues of concern – being more of an issue than crime, mental health and public transport.

Follow-up on previous reviews

- **Sustainability** – the review last year indicated that sustainability has become embedded in many council processes since the days of Agenda 21 but that there were opportunities for the council to

take the lead in the borough and aim to become a national flagship for sustainability.

At the Streets and Environment Scrutiny Sub-Committee meeting in April 2016, Members sought information on what progress is being made towards delivering a Sustainability Strategy and the delivery of outcomes resulting from the Strategy.

- **Better Care Fund** – the Better Care Fund (BCF) was last considered by the Health, Social Care and Housing Scrutiny Sub-Committee in December 2014. In response to questions from Members, representatives from the CCG reported:
 - South West London did not have a system for sharing health record though Croydon is working towards some record-sharing through Outcomes Based Commissioning (OBC).
 - There was more to be done in relation to discharges and OBC provided opportunities around discharge planning.
 - Some mental health projects are not subject to OBC but form part of the mental health strategy.
 - The BCF will continue for at least another year although the emphasis is likely to change with greater focus on out of hospital care.
- **Street Lighting PFI Contract** – the Streets and Environment Scrutiny Sub-Committee reviewed the Croydon and Lewisham Street Lighting Contract in 2014, referred its Topic Report to the Cabinet and the Croydon and Lewisham Joint Street lighting Committee for consideration and a response in 2015 and revisited the outcomes of these initiatives at a Committee meeting in February 2016. It was reported that considerable progress had been made, that a recovery plan put in place was enabling the contractor to make up lost time and that the Core Investment Programme was due to be completed by Christmas 2016. Other issues of concern to residents including stump removal, recycling old stumps and lack of effective communications were continuing to be monitored.

The Sub-Committee concluded that a 'wrap up' and lessons learned review may be appropriate once the Core investment Programme has been delivered.

- **Immunisation rates** – following several unsuccessful attempts to call over NHS England to respond to concerns in relation to the unstable childhood immunisation rates, NHS England attended the Health, Social Care and Housing Scrutiny Sub Committee on 8 March 2016.

NHS England reported that there are continued issues with the general collection of data as submission of from GPs remains variable. In a bid to combine topics, the Committee wanted to identify GP performance dips using outcome of the immunisation programme. Due to the absence of NHS England no concert comparisons could be made.

Other examples include:

- **Facilities Management Contract** (considered at Scrutiny and Overview Committee, September 2015)
- **Stronger Communities Partnership** (considered at Scrutiny and Overview Committee, March 2016)
- **Professions allied to medicine** (Health, Social Care and Housing Scrutiny Sub-Committee, December 2015)
- **Adult safeguarding** (Health, Social Care and Housing Scrutiny Sub-Committee, November 2015)

Statutory or standard items

There are a number of items within the work programme which must be considered annually – either as a statutory duty or because the topic is so important it bears regular review.

Examples of these review topics include:

- Community safety partnerships
- School places
- Children and Adolescent Mental Health Services
- Adult Safeguarding
- Housing repairs
- Childhood Immunisation
- Local Hospital Trust – Croydon University Hospital
- SLaM
- Work of the Health and Wellbeing Board
- Quality Accounts
- Flood Management
- HealthWatch reports

2.7 Increasing transparency

Webcasting

Webcasting all meetings of the Full Council, the Cabinet and Scrutiny and Overview Committee and Cabinet Member Question Times at scrutiny meetings⁶ is an important tool in increasing transparency and openness.



"Webcasting meetings is clearly improving the openness and transparency of how the council carries out its business."

Councillor Sean Fitzsimons, Chair of Scrutiny

See [here](#) for our webcasts.

Meetings in community settings

Meetings in the community support, enhance and promote the work of the Health Scrutiny Sub-Committee and give it a visible presence in the community.

⁶ Except those held in the community

An engagement strategy targets publicity to specific groups and synchronises topics of the area and venue. This had resulted in some new faces at the committee and also by using various methods of media engagement had given a voice to those that may have not had an opportunity to comment historically.



2.9 Actively publicise meetings and topics

At the start of the year, a publicity and engagement strategy for scrutiny was developed. This includes a 'shopping list' of the tools available to scrutiny officers and the Chairs of Scrutiny to support scrutiny initiatives. Examples of how some of these tactics have been deployed during the year to raise the profile of scrutiny, its reviews and initiatives include:

Social media

Social media including Twitter and Facebook have been used to promote meeting details and topics for discussion at meetings. This has been particularly important for the Health Sub-Committee meetings in the community but has also been used to generate interest, questions and attendances at other meetings.





Get Involved!

The Get involved! engagement platform is an initiative established by the council to encourage residents to take part in consultations and engagements and shape services in Croydon.



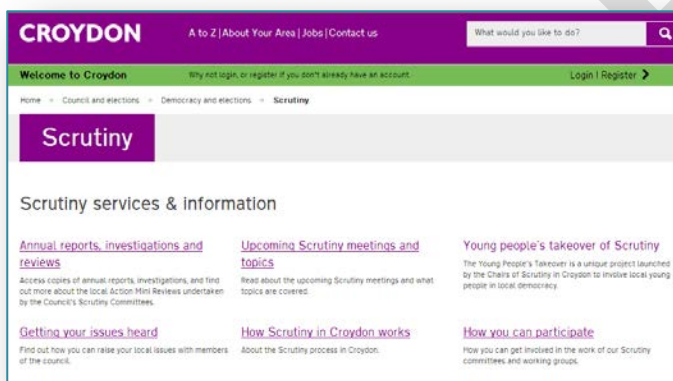
Scrutiny has used Get Involved! in a number of ways this year, including:

- Generating questions for Cabinet Member Question Time sessions
- Generating information for reviews (through surveys)
- Publicising events such as the Young People's Takeover project
- Publicising meetings including meetings in the community

See [here](#) for a link to Get Involved!

Scrutiny webpages

Our scrutiny webpages are maintained and refreshed regularly to provide information and encourage involvement in, and engagement with scrutiny. The 'what's coming up in scrutiny' webpages provide information about forthcoming topics and about how to contribute or ask questions.



Copies of past reviews, topic reports, mini reviews and annual reports are also available to download through these pages.

See the scrutiny pages [here](#).

Surveys

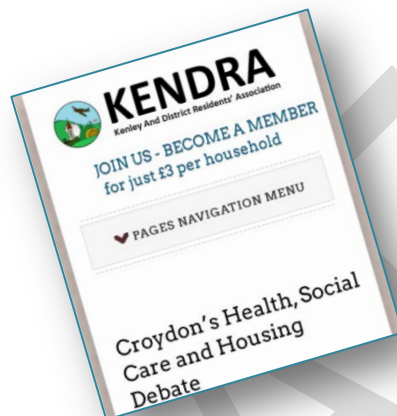
As described elsewhere in this report, surveys have been undertaken through a number of routes depending on the topic and target audience, including:

- Get Involved! survey (Evening and Night Time economy review)
- Survey monkey (Royal Mail service delivery review)
- Email surveys (School exclusions review)

Database emails

Scrutiny is developing a series of databases of people interested in particular topics (such as transport issues) and groups who may be interested in receiving information about reviews or meetings. Targeted e-mailings to residents' associations and other groups or individuals take place on a regular basis.

An example of publicity resulting from an email sent by scrutiny and used by KENDRA in its online newsletter to publicise health Scrutiny meetings.



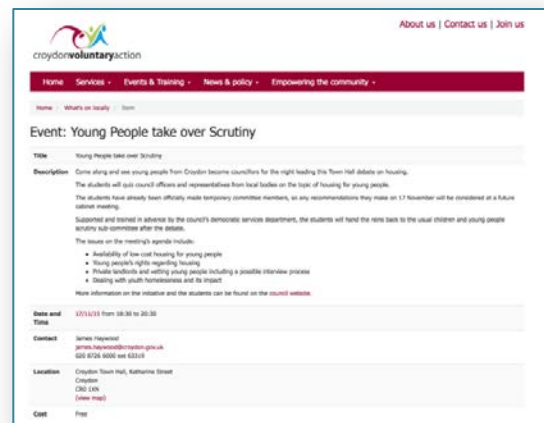
We want to encourage resident participation at our meetings by giving you an open invitation to submit a question and to attend any of our meetings that maybe located in your area or at the Town Hall in central Croydon.

The first of this series of meetings will be held on Tuesday 15 September 2015, 6.30pm, Christ Church Purley, Brighton Road Purley. We will be discussing the following two issues:

- 1) The Work of the "London Ambulance Service", who will be in attendance to answer your questions
- 2) Support for "people living with a chronic medical condition" and on long term conditions, representatives from the NHS and social Services will be there to answer questions.

E-magazines

E-magazines such as Your Croydon (for residents) and Our Croydon (for staff) are used to publicise forthcoming meetings. Press releases have also resulted in a presence in the e-magazines and on websites of other organisations.



Press releases

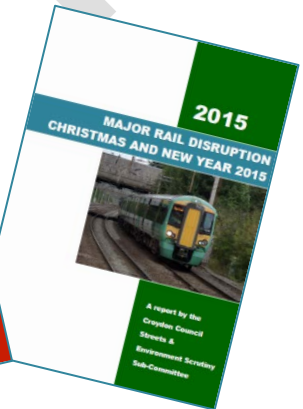
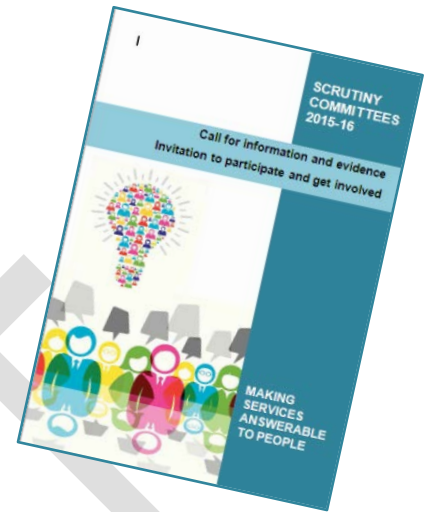
Press releases are despatched to the local press and media eg. At the beginning of the municipal year to announce Health Sub-Committee meeting venues in the community.

Our own publications

Scrutiny produces its own publications to help publicise scrutiny reviews and ensure that relevant organisations and the public are aware of what is going on.

This year we produced:

- **Topic booklet** – an invitation circulated to partners, stakeholders, opinion formers and senior officers to get involved, attend meetings and provide evidence. This booklet contained topics grouped into areas of interest and included information about the meeting, lines of enquiry for each topic and contact details of scrutiny officers for more information.
- A number of were produced including on Street Lighting, Royal Mail Delivery Services, Croydon CCG and the Christmas Blockade. These are published online and circulated to Members and stakeholders



Posters and banners

In 2015/16 scrutiny produced a number of large banners and pop-up posters with our '*Making services answerable to people*' staple line incorporated in a design which 'brands' scrutiny in Croydon. These are displayed in advance of meetings in the community and meetings held in the town hall to help generate interest and participation.



2.10 Going forward

Scrutiny aims to:

- Work with SLaM, Croydon University Hospital and non executive directors
- Work closer with HealthWatch research as part of scrutiny committee deliberations
- Obtain scrutiny funding from other public bodies as part of their duty to involve
- Synchronise key meetings to allow attendance at other meetings

DRAFT

3 Public services awareness outcomes

The extension of scrutiny duties to cover all local public services emphasises the importance of having a credible process.

WE WANT TO SEE ...

Service providers need to understand that they are accountable by being answerable via scrutiny.

- Local public service organisations fully engaged with scrutiny
- Scrutiny building good working relationships with public service organisations enabling challenge to take place in a positive environment
- Public sector organisations being involved in the scrutiny process providing information to Members
- Public service organisations responding positively to recommendations made by scrutiny committees

HOW ARE WE DOING?

3.1 Engagement

In 2015/16, examples of engagement with public service providers through scrutiny include:

- Findings of the mini-review on school exclusions showed how important **effective partnerships** between service providers are in providing targeted support to pupils.

In particular, the survey conducted with Special Educational Needs Co-ordinators (SENCOs) shows the wide range of services and agencies called upon to provide support to pupils.

Schools liaise with the following organisations to provide support to their pupils:

- The council's children's social care service
 - The council's traded services through the new organisation "Octavo" to provide services such as behaviour support
 - Voluntary sector organisations such as "place2be" to provide counselling services
 - Health services or the private sector for speech and language therapies
 - Child and adolescent mental health services (CAMHS)
- Conclusions and recommendations from the Streets and Environment Scrutiny Sub-Committee in June were sent to Transport for London. The June meeting brought together a variety of stakeholders including cycling campaigners, local transport bloggers, Public Health, and the Mobility Forum. In particular, these recommendations were shaped by submissions at the meeting from representatives of the Youth Parliament, and centred around designating some peak-period bus routes as school buses and to increase services during this period for students.
 - **Safer Croydon Partnership** (to be added following meeting on 22 March) – police, probation service
 - **Stronger Communities Partnership** (to be added following meeting on 22 March)

3.2 Building good working relationships

To ensure that accountability is delivered, good relationships need to be built with partners and local public service providers.

- **London Ambulance Service** has worked closely with scrutiny in Croydon to review the outcomes of the CQC inspection.

- Members concerned about **improving accessibility** at local railway stations need to know which bodies to lobby within a complex hierarchy of organisations including rail operators, the Department for Transport, Network Rail, TfL and Tramlink. Scrutiny is providing Members with this information.

Other examples include:

- SLaM
- Croydon University Hospital

3.3 Involvement

in the scrutiny process:

- When necessary, scrutiny has taken a robust line with the CCG and NHS England in relation to **significant variation in health services** in Croydon. The Health sub-committee has recurrently expressed concerns that such variations require robust scrutiny and belatedly, a number are now coming forward.
- Scrutiny Members use every opportunity to obtain knowledge – eg. Croydon is the only **South West London JHOSC** borough that has two voting councillors and one observer eg. review of mental health inpatient bed allocation.

3.4 Responding positively

An important measure of success for scrutiny in Croydon is the response public service organisation make to scrutiny recommendations.

- **Royal Mail delivery services** – at the Streets and Environment Scrutiny Sub-Committee meeting, responses to the recommendations made in the Royal Mail delivery Services mini review were considered. Representatives from the Royal Mail attended the meeting and the public affairs Manager of Royal Mail informed Members that it “had found the review to be helpful.”



The Royal Mail has also committed to review opportunities for a collection point in Croydon town centre in response to local demand evidenced in the mini-review as part of its national strategy for parcel collections

- **Network Rail** has accepted recommendations following the review of the Brighton Mainline upgrade and will attend future scrutiny meetings to provide progress reports.
- **The council** has responded to recommendations with action plans (where accepted) and reasons for refusal through its Cabinet on 19 topics so far (February 2016) with the majority of those recommendations being accepted.
- The Streets and Environment Scrutiny Sub-Committee made recommendations to Cabinet and **Veolia** following an item on 'village style' street cleaning and waste managements in February 2016.



- **Croydon University Hospital** has been held to account on staffing and patient experience issues and a significant improvement on these has been seen following the outcome of the latest CQC inspection. The working relationship continues to be built upon which can be demonstrated by the invitation for Members of officers to take part in a mock CQC inspection in readiness for reinspection by the CQC under the new inspection regime.

4. Ward member involvement outcomes

Every time they step outside their front doors, residents are affected by decisions taken on their behalf. Ward councillors are key to encouraging residents make the connection between the state of their neighbourhoods and the accountability of public service providers.

WE WANT TO SEE ...

- More ward Members (whether scrutiny Members or not) engaging with scrutiny at a level which shows ward Members actively discharging their community leadership role
- Ward Members bringing to the attention of scrutiny, matters which demonstrate that they are not just focusing on activities of the council but also featuring other public service providers
- A process by which all scrutiny committee Members can individually, or in small groups, pursue a matter of local interest within the scrutiny structure in a meaningful way

HOW ARE WE DOING?



In addition to Members who undertake Local Action Mini Reviews, 45% of eligible elected Members in Croydon participate in scrutiny.

In Croydon the role of the 21st century councillor and the opportunities afforded to them by localism legislation, have been supported through:

4.1 Local Action Mini Review process

The development of the **Local Action Mini Review** process enables ward Members to investigate and make recommendations on matters which merit action. Ward Members lead the process with support from scrutiny officers and using community knowledge assets to help with research and input of ideas.

- **Travellers review** followed 150 illegal encampments in 2014/15 and identified traveller needs within the wider community. Recommendations to the council and other public bodies will be made later this year.
- **School exclusions** mini review is being led by Councillor Matthew Kyeremeh through the auspices of a working group. The working group has steered the direction of and outcomes of the mini review which is currently (March 2016) in the process of drafting a findings report including conclusions and recommendations for presentation to the first meeting of the Children and Young People Scrutiny Sub-Committee in the 2016/17 municipal year.

A third Local Action Mini Review on **Surrey Street Market** is 'on hold' at present due to pressure on council officer resources.

4.2 Contribution to Member information

- The Children and Young People Scrutiny Sub-Committee, at its meeting on 16 June, decried the failure of officers to inform ward Members **of educational developments** in their ward. The Sub-Committee stressed the need for ward Members to be kept informed of plans to build or expand schools for the earliest stages in order to be informed about these developments before residents were made aware of them. They asked for a procedure to be put in place to ensure that Members would be kept up-to-date on every stage in school planning, building, expansion or closure within their ward.

See also point 4.3 (Briefing documents) below and point 2.9 Topic Reports earlier in this document.

4.3 Contribution to Member learning

Training events

As a result of scrutiny recommendations from the Children and Young People Scrutiny Sub-Committee, 2015/16 has seen all 70 Members of the Council receive training on **child safeguarding**. This has now been extended to adult safeguarding.

Briefing events

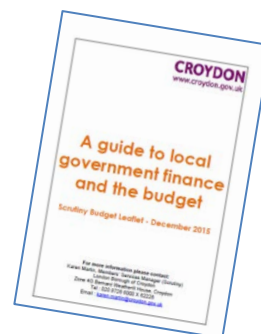
This year has also seen briefing events take place to support scrutiny reviews:

- A **Croydon Local Plan** briefing took place on 28 October before the consultation period began and the scrutiny review took place. The Streets and Environment Scrutiny Sub-Committee reviewed the proposed changes to the Croydon Local Plan at its meeting on 24 November 2015. As a result, the Chair of Scrutiny made formal representations as part of the consultation process.

“The Croydon Local Plan briefing has given me a better understanding of the content and processes so I can answer residents’ questions.”

Ward Member briefing evaluation feedback

- A **Budget pressures** briefing about the outcomes of the Emergency Budget (July 2015), the Autumn Statement and spending review (November 2015) took place on 3 December. This preceded pre-decision scrutiny of the proposed council budget 2016/17 and also included information about the implications of in-year government cuts – including to the Unaccompanied Asylum Seeking Children budget which has a huge, and unique impact on Croydon.



Briefing documents

Briefing documents are produced by scrutiny officers inform scrutiny meetings including the following in 2015/16:

- **Network Rail Brighton Mainline upgrade** information, prepared for Members of the Streets and Environment Scrutiny Sub-Committee meeting in September 2015
- The Southern GTR management of the **10-day closure of the line** between East Croydon Station and Redhill over Christmas 2015 was the subject of a briefing document for the Streets and Environment Scrutiny Sub-Committee meeting in September 2015. Following further consideration of the contingency and publicity plans for the 'blockade', the briefing document was produced as a Topic Report and made available to all ward Members in advance of the line closure.

- **'Who's Who' in crime and disorder** briefing for the Scrutiny and Overview review of the Safer Croydon Partnership on 22 March.
- **Croydon CCG** – what it is and how it works



- **London Ambulance Service** briefing for the scrutiny of the Trust in September, before the outcomes of the CQC inspection had been published. The Trust was subsequently referred back for scrutiny at the Health, Social Care and Housing Scrutiny Sub-Committee in January to discuss the outcomes of the CQC inspection and the QUIPP created in response.

"Scrutiny briefing documents are posted on the Members Portal and are a valuable contribution to Member learning."

*Councillor Jamie Audsley,
Chair of the Member Learning & Development Panel
and scrutiny Committee Member*

5. Scrutiny Member Involvement outcome

Scrutiny Members (who are by definition back benchers) need to feel that they are involved in a meaningful way in scrutinising public services and influencing the process of decision-making as it affects residents within and outside the council.

WE WANT TO SEE ...

- Scrutiny committee Members and co-optees involved in developing the work programme and lines of enquiry for reviews
- The scrutiny work programme including pre-decision items involving the council and outside organisations by being proactive, challenging and by going the extra mile to seek information and the hear the voices of stakeholders, partners and service users

HOW ARE WE DOING?

From June 2014 Croydon took a new approach to meaningful cross-party scrutiny. This enables Members make a difference to residents, undertake due diligence on service delivery and value for money outcomes and exert influence on decision-makers through scrutiny powers to:

5.1 Develop a busy scrutiny work programme⁷:

2015/16 has certainly been a busy scrutiny year – building on the significant additional scope for scrutiny established in 2014/15 when the new Streets and Environment Scrutiny Sub-Committee was formed. This year:

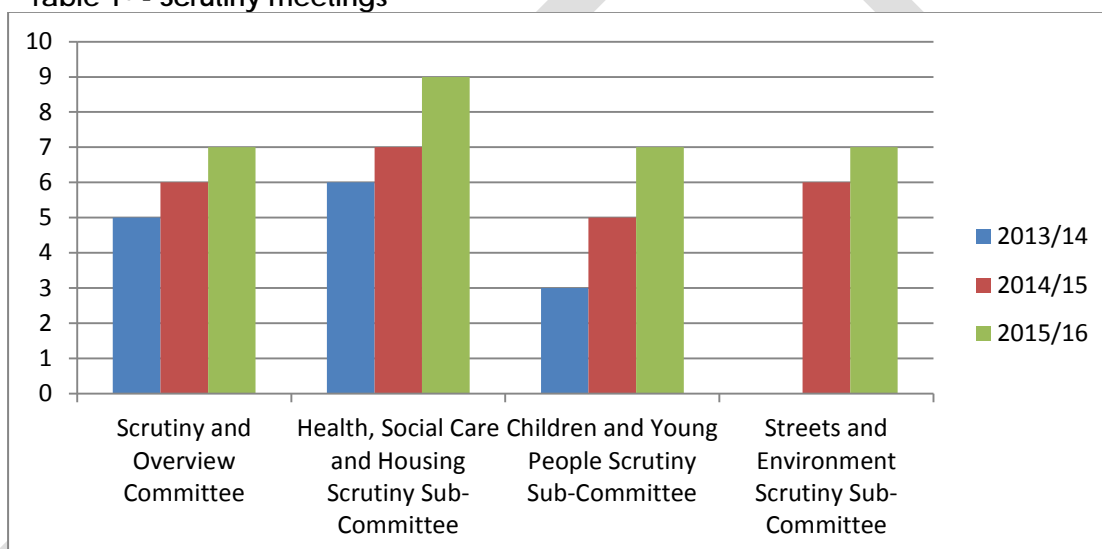
- Members of the Health, Social Care and Housing and Children and Young People Sub-Committees met together in an extra meeting to consider children affected by domestic violence and mental health service provision for children and adolescents (CAMHS)

⁷ See **Appendix A** for examples and **Appendix D** for the 2015/16 'At a glance' Scrutiny Work Programme

- The Health, Social Care and Housing Scrutiny Sub-Committee held two further extra meetings in order to consider emerging issues including CQC inspections
- The Streets and Environment Scrutiny Sub-Committee held an extra meeting to consider an item on the Experimental Road Order (Norbury Avenue) which had been referred to it by the Cabinet Member for Transport and Environment
- The Scrutiny and Overview Committee increased the number of its scheduled meetings in the year in order to cover its full programme – whilst also meeting to consider a call-in

Over the past two years the number of scrutiny meetings has increased by over 100%

Table 1⁸ - Scrutiny meetings



5.2 Pre-decision scrutiny

Help develop major policies through pre-decision scrutiny –

- **Council Budget** including UASC⁹, The Chief Executive said he was as confident as he could be that the transformation programme would enable the council to make choices about how services are delivered with a reduced level of staff and that as some staff apply for the voluntary severance scheme and start to leave the council, options to transform some services will need to be considered and some reduction in some services could be expected.

⁸ Call-in meetings are not included in Table 1

⁹ UASC – Unaccompanied Asylum Seeking Children

- The Health, Social Care and Housing Sub-Committee heard an urgent item in January regarding the **re-location of the Croydon Child Development Centre** to a new Tolgate site. The Sub-Committee welcomed the move but were concerned about the tight timescale to implement the move.
- As the Members of the Health, Social Care and Housing Scrutiny Sub Committee continue to build on good working relationships with our local stakeholders and partners, the Sub-Committee has enjoyed the opportunity to review several of the **CCG 2015/16** priorities including responding to calls to accommodate 4 additional items within the already cramped work programme which has lead to some items reporting back in year.

As a consequence, the work programme for 2016/17 will seek to identify partner priorities earlier in the work programme process to enable items to be reported in a structured way.

- The Health Social Care and Housing Scrutiny Sub-Committee scheduled several items for debate in a bid to influence and inform. These areas included a report from the Director of **Public Health**, “potential themes for the Annual Report” and from the Director of Housing (Homes) the continued scrutiny support of the **homelessness** and **tenancy strategies**. Both these items have been deferred from the 2015/16 work programme as the Directors in both cases are new to their posts. These items will feature in the 2016/17 work programme.

5.3 Making recommendations

Making recommendations to Cabinet has been revitalised over the past two years and a variety of topics have generated recommendations this year.

The majority of these recommendations have been accepted and action plans submitted to Cabinet for approval (at Stage 2) before being reported back to scrutiny and then implemented.

Committee	Meeting Date	Topic	Cabinet Meeting Stage 1	Cabinet meeting Stage 2	Date back to Committee
Children and Young People	16 Jun & 14 Jul 15	School places	21 Mar 16	20 Jun 16	13 Sep 16
Streets and Environment	7 Sep 15	Norbury Avenue Experimental Road Closure order	20 Oct 15	14 Dec 15	2 Feb 16

Streets and Environment	29 Sep 15	Network Rail: Brighton Mainline upgrade	16 Nov 15	18 Jan 16	2 Feb 16
Streets and Environment	29 Sep 15	Responses to Cabinet recommendations	16 Nov 15	18 Jan 16	2 Feb 16
Scrutiny and Overview	3 Nov 15	Capital Budgets	14 Dec 15	21 Mar 16	22 Mar 16
Children and Young People	17 Nov 15	Housing for young people (CYP Takeover meeting)	14 Dec 15	21 Mar 16	22 Mar 16
Scrutiny and Overview	15 Dec 15	Pre-decision scrutiny: Performance and proposed Council Budget 2016/17	Recommendations considered alongside Budget report at Cabinet meeting on 22 Feb 16		22 Mar 16
Streets and Environment	2 Feb 16	Cabinet Member Question Time, Councillor Stuart Collins	21 Mar 16	20 Jun 16	20 Sep 16
Streets and Environment	2 Feb 16	Village Style street cleaning and waste management	21 Mar 16	20 Jun 16	20 Sep 16
Scrutiny and Overview	16 Feb 16	Evening and Night time economy	21 Mar 16	20 Jun 16	28 Jun 16
Streets and Environment	1 Mar 16	Metropolitan Centre and Public Realm	25 Apr 16	20 Jun 16	20 Sep 16

5.4 Examine risk

Examining risks within the Croydon area and holding decision-makers to account is a crucial responsibility for scrutiny.

- The Health, Social Care and Housing Scrutiny Sub-Committee identified risks relating to the **Better Care** Fund when it reviewed its progress on 26 January, including that some BCF initiatives will not be ready for implementation in April. The Sub-Committee was pleased with the progress made by the CCG but will continue to monitor the development of the BCF and asked to be kept informed of any major projects that will not be implemented in time for April.
- At the Health, Social Care and Housing Scrutiny Sub-Committee meeting on 23 June 2015, Members noted with concern that the CCG will see an **accumulative deficit of £40m** by the year end and that there was no indication of when the deficit would be cleared. The Sub-Committee had other concerns relating to CCG

performance including that it had failed to some priorities from the past 12 months had not been met and that it had not shared with Members its priorities going forward or information about how these were going to be delivered. The Sub-Committee was also anxious that the CCG was failing to consult scrutiny over substantial variations and development to services.

- At the 16 June meeting of the Children and Young People Scrutiny Sub-Committee, Members scrutinised the **provision of school places** in the borough. They were reminded of the enormous growth in demand over the last few years, leading to the creation of 5000 additional primary school places over the last four years. Pressure to secure sufficient school places was now beginning to be felt in the secondary sector and is likely to grow significantly until 2020-2021.

The Sub-Committee was informed that the council was relying on the fact that a number of pupils traditionally go to the Independent sector; a number of pupils tend to go out borough; that there is a planned vacancy level built in and that if realised, expressions of interest from Free Schools and Academies, would cumulatively meet the demand. The Sub-Committee was not convinced that this was an adequate risk management strategy.

5.5 Training events

In addition to briefing events and training events resulting from scrutiny recommendations, scrutiny Members have undertaken specific scrutiny training and have been on a number of fact finding visits to inform scrutiny reviews:

- **London Scrutiny Network** events attended by scrutiny Members and officers – including Safeguarding, Budget scrutiny, Schools and Local Accountability
- **Undertake learning visits** either within the borough or elsewhere for example:
 - Gateway
 - Get On Digital Zone
 - Bethlam Royal Hospital



Section 3 – Committee Reports

1. Scrutiny and Strategic Overview Committee

Committee Members (left-right):

Councillor Sean Fitzsimons (Chair)
Councillors Sara Bashford (Vice Chairman), Emily Benn,
Carole Bonner (Deputy Chair), Sherwan Chowdhury
and Mario Creatura



Reserve members:

Councillors Mike Fisher, Bernadette Khan, Shafi Khan,
Andrew Pelling, Donald Speakman and David Wood

Key achievements and events 2015/16

- The Leader of the Council came to the first meeting of the Committee in June 2015 and provided information about **challenges and opportunities facing the borough** following the May General Election.
- The Committee conducted a pre-decision review of the Council **Budget 2016/17** in December 2015 and made recommendations which were considered as part of the Cabinet's deliberations about the Budget in February.
- Responses to the recommendations made in **Royal Mail** delivery services mini review were received from the Cabinet and Royal Mail representatives at the September meeting.

- The item on Capital Budgets resulted in recommendations to Cabinet relating to the allocation of s106 and Community Infrastructure Levy payments.
- The Committee reviewed the decision to temporarily close the **Fairfield Halls** to enable a £30 million transformation of the building and College Green quarter at a special call-in meeting in December. The Committee resolved that no further action was necessary but expressed concern about the impact on the staff, wished to see more information about the management of the closure and its future operating model. Through scrutiny Members, stakeholders, staff and local people were given access to additional information about the closure.
- At his question time session in September, the Cabinet Member for Finance and Treasury, Councillor Simon Hall, provided information about the in year cut to the **Unaccompanied Asylum Seeking Children** grant and the disproportionate impact this was having on Croydon and the 450+ children it looks after. The Committee supported the council's efforts to lobby central government on this matter.
- The Committee followed-up an item on the **Facilities Management Contract** following pre-decision scrutiny of the contract in September 2014. This provided Members with confirmation that the process was on track to deliver the procurement to timetable.
- The Committee resolved to review the effectiveness of the commercial contract management hub in 2016/17 when it considered a report on the **Overview of Council Contracts**.
- The **evening and night time economy** was reviewed at a meeting of the Committee in February and included contributions from many organisations and venues in the town. Recommendations about the revitalisation of the evening and night time economy, many drawn from contributions made by those present, were made to Cabinet in March and will be reported back to the Committee in July.
- Safer Croydon Partnership ... **add after mtg 22 March**
- Stronger Communities Partnership ... **add after mtg 22 March**

- At its final meeting of the year, the Committee considered items on **Digital Inclusion, Financial Inclusion** and topics for the 2016/17 municipal year including a number of reviews sparked by the final report by the Fairness and Opportunities Commission – including:
 - London living wage
 - Social enterprises and community projects
 - Evening and night time economy
 - Landlords licensing scheme
 - Affordable housing provision
 - Apprenticeships and youth employability
 - Bullying in schools

DRAFT

2. Health, Social Services and Housing Scrutiny Sub-Committee

Committee members (l-r):

Councillor Carole Bonner (Chair)
Councillors Pat Clouder, Sean Fitzsimons,
Michael Neal (Vice Chairman), Joy Prince and Andy Stranack



Interim non-voting Co-opted member:
Darren Morgan, Healthwatch Croydon

Reserve members:
Councillors Karen Jewitt, Oliver Lewis, Dudley Mead,
Margaret Mead and David Wood

Key achievements and events in 2015/16:

"It has been a busy year particularly where health is concerned. We have responded to changing circumstances especially in relation to CQC inspections and issues that the CCG asked us to consider in order to fulfill our role of holding health providers to account."

Councillor Carole Bonner,
Chair, Health, Social Care and Housing Scrutiny
Sub-committee

- The Sub-Committee supported the administration's **openness and transparency agenda** by holding a series of meetings in the community for the second year. Using the learning experiences from the previous year public attendance had increased both in terms of the type of groups that have engaged and in the numbers of public attending meetings.

This has been due in part to the programme of targeted advertising and the way that the agenda has been built and presented. Some unique venues have been selected with varying levels of success. Wherever possible the venue selection was combined with a visit of the facility – ie Bethlem Royal Hospital venue was coupled with a Member visit to the remodelled museum.

- The Sub-Committee has continued to work hard at the relationship with providers and can report that the open and honest approach of the **Croydon Health Services NHS Trust** has resulted in some good debates and exchanges. The Trust has recognised that the support of scrutiny Members has improved outcomes. Changes in approaches to staffing and the patient experience has been taken onboard by the Executive leadership team. This continued working will allow the response to the Trust's quality account to be frank and evidence based.

Early in the work programme the Committee received a report from the **London Ambulance Service (LAS)** to respond to the reports that recruitment and retention is at an all time low. On investigation it was reported that Croydon's staffing levels are healthy however the downside is that staff are used to plug gaps in other parts of London.

LAS was called in to respond to the outcome of the recent CQC inspection which placed them in special measures. The ground work had been done earlier in the year to establish a good working relationship which was enhanced at the additional appearance.

- **SLaM** has seen some changes in personal recently and Members have sought to establish working relationships early on with new key staff.
- The **joint meeting** with Members of the Children and Young People Scrutiny Sub-Committee gave Members the opportunity of meeting together to consider a subject of joint concern. This resulted in scrutiny of the whole subject from several directions as each Sub-Committee has a unique skill set.
- **Adult Safeguarding** is another area where the lead officers have changed. The Sub-Committee received the annual report in its final state, however it has been agreed with the Independent Chair of the Committee and lead officers that the item will be brought back to committee half yearly to reflect on the first six months and to influence the latter part of the year.

- The definition of a substantial variation or change in services has always been a difficult concept for partners to grasp as there is a high level definition but the local interpretation can be skewed. The committee and the **CCG** have agreed a compromise which resulted in a set of priorities being reported and scheduled within the already full work programme.
- The Sub-Committee recognises the importances of **syncronising work programmes** with key providers and stakeholders. The first meeting of the new year will receive reports from CCG and SLaM with the aim of looking at their priorities for the year. This will assist the Sub-Committee when setting its own work programme. This approach will be particularly useful for housing and social care.

DRAFT

3. Children and Young People Scrutiny Sub-Committee

Committee members (l-r):

Councillor Sara Bashford (Chairman)
Councillors Jamie Audsley, Margaret Bird, Simon Brew,
Sean Fitzsimons, Bernadette Khan, Matthew Kyeremeh
and Andrew Pelling



Co-optees:

Teacher
Representative:
Dave Harvey

Parent Governor
Representatives:
James Collins
Vinoos John

Diocesan
Representatives:
Elaine Jones
Leo Morrell

Reserve members:

Councillors Sue Bennett, Maria Gatland, Maddie Henson,
Shafi Khan, Andrew Rendle, Manju Shahul-Hameed,
Andy Stranack and David Wood

The Children and Young People Scrutiny Sub-Committee has a duty to undertake scrutiny of duties and functions of the Council as a Local Education Authority and to scrutinise all services relating to the education and well-being of children and young people.

The Sub-Committee can appoint the following co-optees: one statutory Church of England member and one statutory Roman Catholic diocese member, two parent governor representatives and one teacher representative. It values the insights these co-opted members bring to the Sub-Committee.

Key achievements and events 2015/2016

- The highlight of the municipal year was the 17 November meeting led by a group of seven young people from Croydon College, who had spent the summer and autumn developing their public

speaking skills and questioning techniques on a topic of their choosing, "**housing for young people**", a very topical issue as demonstrated by its extensive media coverage. Politicians, officers and representative of housing organisations were questioned extensively, leading to nine recommendations to improve housing provision in the borough, and the event was given good local media coverage.

- All Members of the council have attended **child safeguarding training** this year following recommendations made by the Sub-Committee.
- This year, members identified the need to scrutinise the needs of children and young people affected by **domestic violence**, having observed that much work still focused solely on the needs of the mother. At the 22 September meeting where this was discussed, councillors stressed the need to include children's issues in the borough's domestic violence strategy as they rarely had an opportunity to have their needs and anxieties heard and addressed, whether at home or at school.
- The work programme included scrutiny of **Children and Adolescent Mental Health Services (CAMHS)** jointly with health scrutiny Members and representatives of a number of voluntary sector service providers. These services had raised serious concerns in view of the limited resources allocated to them and the unacceptable delays young people had to endure before accessing much needed support in recent years. Members were pleased to hear that significant increases in funding were about to bring about real improvements in access to services but stressed the need for self-referral to ensure that problems were tackled quickly and effectively, and for equal access to services for children from BME backgrounds
- Members scrutinised **fostering and adoption services** and representatives of foster carers' associations gave evidence and highlighted issues such as inconsistencies in support and procedures by social services staff and a need to consult foster carers more systematically on the development of policies affecting their work
- This year, councillors followed up last year's work on children's safeguarding and questioned Catherine Doran, the chair of the **Croydon Safeguarding Children Board (CSCB)**, on what improvements were needed for this partnership to be assessed as "good" by Ofsted. They were advised that consistency of service, which involved better attendance at case conferences, better trouble-shooting and better analysis would be key to achieving such

an assessment, a real challenge in view of rising need and resource constraints in the borough.

- **Children's social care** services were reviewed by Members at the 15 March meeting.
- The Sub-Committee agreed to sponsor Councillor Matthew Kyeremeh conduct a Local Action Mini-Review on **school exclusions**. The mini-review included attending primary and secondary Fair Access Panels, visiting a Pupil Referral Unit and a special needs school, and gaining an understanding of the impact of special education needs and other key circumstances on the risk of exclusion. The working party also questioned parents and excluded pupils to gain a clearer understanding of the background to their issues.

The working party became aware that permanent exclusions had been replaced by a variety of other approaches, including referrals to the Fair Access Panel, which agrees managed moves to new schools to give pupils a new start. Other more worrying findings have included schools moving pupils from their rolls. In particular, they were made aware of a report by Ofqual, 'Assessment Practices in Schools' highlighted in articles in the national Guardian newspaper. Based on anonymous information provided by more than 500 teachers, the Ofqual report suggested that dubious behaviour among teachers seeking the best results was relatively widespread. Among the findings, consultants hired by Ofqual reported that 25% said they had experience of pupils being removed from the roll to boost results.

For instance, at Harris academy South Norwood, 26 pupils had been dropped off its school roll between January 2012 and May 2013 and 24 had their subsequent education destination registered as "unknown" by the council. Sylvia McNamara, the then director for learning, school improvement and inclusion wrote to the chief executive of the Education Funding Agency, which funds academies, to ask what action was being taken regarding the disappearance of so many pupils from its schools and was advised that the falls in numbers had been put down to "natural in-year movement" , or pupil turnover.

A report setting out the findings and recommendations of the mini-review is due to be presented to the first meeting of the next municipal year.

4. Streets and Environment Scrutiny Sub-Committee

Committee members (l-r):

Councillor Sean Fitzsimons (Chair)
Councillors Sara Bashford (Vice Chairman),
Karen Jewitt, Stephen Mann, Donald Speakman,
James Thompson and David Wood



Reserve members:

Councillors Jamie Audsley, Jeet Bains, Sherwan Chowdhury,
Michael Neal, Badsha Quadir, Pat Ryan and Paul Scott

Key achievements and events 2015/16

The Streets and Environment Scrutiny Sub-Committee enjoyed another busy year, holding seven meetings in the civic year.

- Holding an additional meeting, at the request of the Cabinet Member for Transport and Environment, to scrutinise the **experimental road closure** of Norbury Avenue. In addition to substantial local resident and ward Member input, the meeting heard from officers from the London Boroughs of Lambeth and Walthamstow and resulted in recommendations to Cabinet and Transport for London.
- Scrutiny of the Council's **Transport Vision** including input at the meeting from key stakeholders both locally and from across London. Those present at the meeting included motorist organisations, Croydon Cycle Campaign, the Youth Parliament, disability groups, Public Health and local people with an interest in transport issues.

- During consideration of an item on the **Brighton Mainline upgrade**, the Sub-Committee heard from senior representatives of both Network Rail and Southern GTR. Members made recommendations to Network Rail and Cabinet and will monitor the progress on this currently unfunded project as it develops.
- A Topic Report for all Members detailing the **line closures** during the Christmas period including contingency plans and measures to ensure the travelling public, local business and other stakeholders were fully aware of the blockade.
- **Question Time sessions** with the Cabinet Member for Transport and Environment (September 2015) and the Cabinet Member for Green Clean Croydon (February 2016)
- Scrutiny of the **Croydon Local Plan** including areas such as the provision of affordable housing, housing for young people, the need to protect area character, the proposed loss of Metropolitan Open Land (MOL) status and additional pitches for travellers.
- An update on the **Street Lighting PFI** contract and scrutinised progress since the last time it came to scrutiny
- Scrutinised “village style” **street cleaning and waste management** within the borough resulting in recommendations to both the Cabinet and Veolia
- Scrutinised the **Metropolitan Plan** for Croydon with senior officers, including how the logistics of such large scale construction works were being coordinated to minimise the impact on local residents. The Committee also discussed the **Public Realm Design Guide** in this context, and what steps could be taken to enforce the principles of the Guide as much as possible.

5. Joint Health Overview and Scrutiny Committees (JHOSCs)

The primary aim of health scrutiny is to act as a lever to improve the health of local people, ensuring their needs are considered as an integral part of the commissioning, delivery and development of health services. Health scrutiny is a fundamental way by which democratically elected local Members are able to voice the views of their constituents, and hold relevant NHS bodies and relevant health service providers to account.

Joint Health Overview and Scrutiny Committees (JHOSCs) complement the work of our own Health Scrutiny Sub-Committee by carrying out the statutory health scrutiny function for matters that cover the health services delivered across borough boundaries. These Committees are made up of councillors from a number of boroughs and Croydon is involved in the work of JHOSCs in South West London and South East London.

5.1 South West London Standing Joint Health Overview and Scrutiny Committee

South West London Standing JHOSC representatives (l-r):
Councillors Carole Bonner and Michael Neal



Observer: Councillor Sean Fitzsimons

Key Achievements 2015/16

The work of the South West London Standing JHOSC has been low key this year with Members meeting at the start of the municipal calendar and towards the end of year.

The SW London JHOSC was established to review the previous sector initiative called Better Services Better Value and has been superceeded by the Colloborative Commissioning programme which is due to start picking up some pace during next year.

However the lions share of meetings have come from the SW London JHOSC Sub-Committee engaging with Wandsworth CCG and Springfield Mental Health Trust, reviewing the use and reconfiguration of inpatient beds. The review has progressed steadily and is due to conclude its business during April 2016.

Croydon's mental health provider forms part of the South West London sector. Therefore Croydon representatives were appointed to the Sub-Committee as an observer. Members used this opportunity to gain some insight into the types of issues that could emerge when SLaM decides to reconfigure its inpatient services.

5.2 South East London Joint Health Overview and Scrutiny Committee (JHOSC)

South West London JHOSC representatives (l-r):
Councillors Carole Bonner and Michael Neal



Observer: Councillor Sean Fitzsimons

Key Achievements 2015/16

Changes in senior leadership has seen a shift in the way that SLaM communicates with the Committee. The days have passed when the lead officers would provide separate briefings for the Chair and Vice Chairman, this practice will be reinstated once the new management has settled into their posts.

The South East Sector is seeking to convene a JHOSC to review the changes to the "place of safety" provision. This work is due to commence during April 2016.

Section 4: The scrutiny team

Please contact one of the officers below if you require further information about this Scrutiny Annual Report or the overview and scrutiny function at the London Borough of Croydon:

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Officers spend approximately 50% of their time on scrutiny matters, equating to 2.5 FTE's.

This report is also available on the scrutiny web pages at
www.croydon.gov.uk

Postal Address

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- Email questions you have about public services delivered in Croydon to scrutiny.chair@croydon.gov.uk – but please note that we cannot answer questions about individual problems or cases
- Follow us [@CROYDemocracy](https://twitter.com/CROYDemocracy) on twitter to find out more about what scrutiny is doing to 'make public services answerable to people'

LONDON BOROUGH OF CROYDON

'MAKING SERVICES ANSWERABLE TO PEOPLE'

SCRUTINY SELF-ASSESSMENT MODEL

The following pages give examples of reviews, topics and initiatives. These have been set within within Croydon's Scrutiny Outcomes Framework and marked against the following targets:

- Embracing voices
- Transparency and openness
- Accountability
- Improved outcomes¹⁰
- Social value¹¹
- Outreach

COMMUNITY INVOLVEMENT, ENGAGEMENT AND SOCIAL VALUE OUTCOMES	Embracing voices	Transparency and openness	Accountability	Improved outcomes	Social value	Outreach
Webcasting all meetings of the Full Council, the Cabinet, Scrutiny and Overview Committee meetings and Cabinet Member Question Time sessions	✓	✓	✓	✓	✓	✓
Surveys to inform scrutiny reviews: • Evening and Night Time Economy	✓					✓
Surveys to inform Local Action Mini Reviews eg: • Schools exclusions • Royal Mail delivery services	✓	✓		✓		✓
Seeking opinions and questions or responding to anxieties directly from residents or organisations through Cabinet Member Question Time sessions eg: • Using the Get Involved! engagement platform to garner questions from residents		✓	✓	✓		✓

¹⁰ Improved services or value for money

¹¹ Whether the project/ topic/ initiative/ review has had a positive differential impact

<p style="text-align: center;">COMMUNITY INVOLVEMENT, ENGAGEMENT AND SOCIAL VALUE OUTCOMES</p>	<p style="text-align: center;">Embracing voices</p>	<p style="text-align: center;">Transparency and openness</p>	<p style="text-align: center;">Accountability</p>	<p style="text-align: center;">Improved outcomes</p>	<p style="text-align: center;">Social value</p>	<p style="text-align: center;">Outreach</p>
<ul style="list-style-type: none"> • Conducting surveys to take a 'straw poll' of views on a topic eg: Evening and night time economy • Inviting organisations to attend meetings and ask questions eg: <ul style="list-style-type: none"> ○ Landlords (on housing issues) ○ London Ambulance Service Patient Forum (CQC inspection) 						
<p>Reacting and responding to emerging issues through scrutiny eg:</p> <ul style="list-style-type: none"> • CQC inspection for London Ambulance Service (now in special measures) • Croydon Health Services CQC inspection outcomes • Charging for Green Waste collections – through Cabinet Member Question Time session • Call-ins eg: <ul style="list-style-type: none"> ○ Landlords Licensing ○ Fairfield Halls temporary closure 	✓	✓	✓			✓
<p>Highlight and hear about issues not previously 'on the radar' eg:</p> <ul style="list-style-type: none"> • Young People's takeover of scrutiny sub-committee raised the profile of young people and issues relating to housing and homelessness • Sustainability review indicated this had become embedded in many council processes since Agenda 21 but that there were opportunities for the council to do much more • London Ambulance Service performance before the CQC inspection 	✓	✓	✓	✓	✓	✓
<p>Consultation events to support Mini Reviews eg:</p> <ul style="list-style-type: none"> • Education to employment brokerage including – young people, teachers, businesses, local organisations • School exclusions – ward Members, Special Needs Advice Co-ordinators, Behaviour Consultant, head teachers, excluded pupils and parents 	✓	✓		✓		✓

<p style="text-align: center;">COMMUNITY INVOLVEMENT, ENGAGEMENT AND SOCIAL VALUE OUTCOMES</p>	<p style="text-align: center;">Embracing voices</p>	<p style="text-align: center;">Transparency and openness</p>	<p style="text-align: center;">Accountability</p>	<p style="text-align: center;">Improved outcomes</p>	<p style="text-align: center;">Social value</p>	<p style="text-align: center;">Outreach</p>
<p>Involvement in scrutiny reviews by partners, stakeholders, residents eg:</p> <ul style="list-style-type: none"> • Experimental Road Closure Order – Sustrans, cycle groups, residents • Transport Vision - motorists, cyclists, Youth Parliament, disability groups, Public Health • Reprourement of Urgent Care Services – CCG • CQC inspection Outcomes and QUIPP – London Ambulance Service and Croydon University Hospital • Sexual health – Health and Wellbeing Board • Village style street cleaning and waste collection – Veolia • Brighton Mainline Upgrade and East Croydon Station redevelopment – Network Rail • Crime and repeat offending – police, probation service, voluntary organisations • Evening and night time economy – the BID, licensees, BME groups, young people, live performance venues, gallery owners 	✓	✓		✓		✓
<p>Formal co-option to committees including:</p> <ul style="list-style-type: none"> • Health, Social Care and Housing Scrutiny Sub-Committee - Healthwatch • Children and Young People Scrutiny Sub-Committee – education reps, diocese reps and parents • General Purposes and Audit Committee – independent members • Ethics Committee – independent members 	✓	✓		✓		✓
<p>Young People’s Takeover meeting including formal co-option of 8 young people to the Children and Young People Scrutiny Sub-Committee including a young person to Chair the Sub-Committee</p>	✓	✓	✓	✓	✓	✓
<p>Informal panels of experts to support scrutiny Committees including:</p> <ul style="list-style-type: none"> • Transport sector 	✓	✓		✓		✓

<p style="text-align: center;">COMMUNITY INVOLVEMENT, ENGAGEMENT AND SOCIAL VALUE OUTCOMES</p>	<p style="text-align: center;">Embracing voices</p>	<p style="text-align: center;">Transparency and openness</p>	<p style="text-align: center;">Accountability</p>	<p style="text-align: center;">Improved outcomes</p>	<p style="text-align: center;">Social value</p>	<p style="text-align: center;">Outreach</p>
<p>Scrutiny reviews as part of the consultation process inc:</p> <ul style="list-style-type: none"> • Croydon Local Plan 	✓			✓		✓
<p>Suggestions for scrutiny topics sought and received from:</p> <ul style="list-style-type: none"> • Scrutiny Members eg. <ul style="list-style-type: none"> ○ Children affected by domestic violence ○ Support for people living with chronic conditions ○ Revitalising the evening and night time economy • Ward Members eg. <ul style="list-style-type: none"> ○ Village style street cleaning and waste collections • Follow-up on previous scrutiny topics or scrutiny recommendations eg. <ul style="list-style-type: none"> ○ Street lighting PFI contract (Lewisham and Croydon Joint Street Lighting project) ○ Immunisation rates (NHS England) • Council Officers eg. <ul style="list-style-type: none"> ○ Metropolitan centre ○ Transport Vision for Croydon • Cabinet Members eg. Quietways, Overview of Council contracts • Partners eg. <ul style="list-style-type: none"> ○ CCG – Prevention Self Care Shared Decision-making ○ Southern GTR – Line closure between East Croydon and Redhill, 10 days over Christmas 2015 • Community outreach eg. Young People’s Takeover meeting – Housing needs of young people 	✓		✓	✓		✓
<p>Meetings of the Health, Social Care and Housing Scrutiny Sub-Committee - giving a visible presence in the community on 6 occasions in 2015/16</p>	✓	✓				✓
<p>Publicising meetings, topics and reviews from a ‘shopping list’ including:</p> <ul style="list-style-type: none"> • Social media – Twitter and Facebook posts 	✓	✓				✓

<p style="text-align: center;">COMMUNITY INVOLVEMENT, ENGAGEMENT AND SOCIAL VALUE OUTCOMES</p>	Embracing voices	Transparency and openness	Accountability	Improved outcomes	Social value	Outreach
<ul style="list-style-type: none"> • Scrutiny webpage • Get involved! engagement platform • Survey's (inc. Survey Monkey and Quick Polls on the Council website) • Banners on the council website • Your Croydon (e-magazine for residents) • Our Croydon (e-magazine for staff) • Posters and banners at the town hall and venues in the community • E-mails to residents' association Memberships and other groups • Press releases to local press and media 						

<p style="text-align: center;">PUBLIC SERVICES AWARENESS OUTCOMES</p>	Embracing voices	Transparency and openness	Accountability	Improved outcomes	Social value	Outreach
<p>Engagement with public service providers through work led by our Champions:</p> <ul style="list-style-type: none"> • Transport providers relating to the needs of autistic passengers 	✓				✓	✓
<p>Engagement through Local Action Mini Reviews eg:</p> <ul style="list-style-type: none"> • School exclusions - schools, speech therapy, mental health services, voluntary services including counselling and mentoring • Royal Mail delivery services – residents, business and the Royal Mail 	✓			✓		✓
<p>Building good working relationships including regular appearances at scrutiny meetings eg:</p> <ul style="list-style-type: none"> • CCG including in relation to significant variations in health services • London Ambulance Service • Transport providers – TfL, Network Rail, Southern GTR, London Underground, Tramlink 	✓	✓	✓	✓	✓	✓
<p>Involvement in the scrutiny process including:</p>	✓	✓		✓		✓

PUBLIC SERVICES AWARENESS OUTCOMES	Embracing voices	Transparency and openness	Accountability	Improved outcomes	Social value	Outreach
<ul style="list-style-type: none"> • Programme of significant variations in health services involving the CCG, NHS England and Croydon Council • Involvement in the South West London JHOSC sub-committee review of mental health inpatient bed allocation 						
<p>Public services providers responding positively to scrutiny recommendations eg:</p> <ul style="list-style-type: none"> • Royal Mail – closure of central parcel collection centre being review at national and local level • Network Rail – recommendations relating to Brighton Mainline upgrade accepted subject to central government funding • Croydon University Hospital has been held to account regularly on workforce issues and the patient experience at scrutiny in recent years and these have seen significant improvement in its most recent inspection. This sits alongside developing good relationships with the Chair and executive team at the hospital. • Croydon Council – responded to recommendations with action plans (where accepted) or reasons for refusal including: <ul style="list-style-type: none"> ○ Capital Budgets ○ The proposed Council Budget ○ Housing for Young People ○ Sustainability ○ Safeguarding Children 	✓	✓	✓	✓	✓	✓

WARD MEMBER INVOLVEMENT OUTCOMES	Embracing voices	Transparency and openness	Accountability	Improved outcomes	Social value	Outreach
Local Action Mini Reviews where ward Members lead the process using the asset	✓	✓	✓	✓		✓

WARD MEMBER INVOLVEMENT OUTCOMES	Embracing voices	Transparency and openness	Accountability	Improved outcomes	Social value	Outreach
of community knowledge: <ul style="list-style-type: none"> School exclusions Travellers in Croydon 						
Contributions to Member learning and development by increasing understanding of issues including: <ul style="list-style-type: none"> Briefing documents prepared by scrutiny officers eg. London Ambulance Service, Network Rail, Community Safety and Policing, Local Government Finance Briefing events facilitated by council or external visitors eg. <ul style="list-style-type: none"> Outcomes from Spending Review and Autumn Statement (preceding pre-Budget scrutiny) Croydon Local Plan event to inform Members about proposed changes (preceding the statutory consultation and scrutiny review of the Plan) Topic reports developed from briefing documents (eg. Network Rail) or as a result of scrutiny reviews (eg. Street Lighting, 20mph limits, Cycling in Croydon) 		✓		✓		

SCRUTINY MEMBER INVOLVEMENT OUTCOMES	Embracing voices	Transparency and openness	Accountability	Improved outcomes	Social value	Outreach
Development of a busy scrutiny work programme including: <ul style="list-style-type: none"> Increasing the number of scheduled meetings for all scrutiny committees over the past two years: <ul style="list-style-type: none"> Scrutiny and Overview Committee – up from 5 to 7 meetings Health Sub-Committee – up from 6 to 9 meetings 	✓	✓	✓	✓	✓	✓

<p style="text-align: center;">SCRUTINY MEMBER INVOLVEMENT OUTCOMES</p>	<p style="text-align: center;">Embracing voices</p>	<p style="text-align: center;">Transparency and openness</p>	<p style="text-align: center;">Accountability</p>	<p style="text-align: center;">Improved outcomes</p>	<p style="text-align: center;">Social value</p>	<p style="text-align: center;">Outreach</p>
<ul style="list-style-type: none"> ○ Children and Young People Sub-Committee – up from 3 to 7 meetings ● Adding <i>ad hoc</i> meetings to the schedule in reaction to emerging issues eg: <ul style="list-style-type: none"> ○ Streets & Environment Sub-Committee – Experimental Road Closure Order referral ○ Health Sub-Committee – CQC inspection and QUIPP for Croydon Health Services ● Joint meetings of Sub-Committee when relevant eg: <ul style="list-style-type: none"> ○ Scrutiny and Overview Committee and Children & Young People Sub-Committee – pre-decision scrutiny of the Budget ○ Health Sub-Committee and Children & Young People Sub-Committee – Children affected by domestic and Children and Adolescents Mental Health Services (CAMHS) 						
<p>Hold all Cabinet Members to account through Cabinet Member Question Time sessions.</p> <p>The Leader and Chief Executive come to Scrutiny and Overview twice each year – in June to discuss performance/ electoral outcomes/ major changes affecting the council and in December for pre-decision scrutiny of the proposed Budget.</p>	✓	✓		✓		✓
<p>Pre-decision scrutiny including:</p> <ul style="list-style-type: none"> ● Proposed Council Budget including Unaccompanied Asylum seeking Children ● Procurement of the Facilities Management contract ● Relocation of the Children’s Disability Centre 		✓	✓	✓	✓	

<p style="text-align: center;">SCRUTINY MEMBER INVOLVEMENT OUTCOMES</p>	<p style="text-align: center;">Embracing voices</p>	<p style="text-align: center;">Transparency and openness</p>	<p style="text-align: center;">Accountability</p>	<p style="text-align: center;">Improved outcomes</p>	<p style="text-align: center;">Social value</p>	<p style="text-align: center;">Outreach</p>
<p>Reconsideration of decisions affecting the borough including through Call-ins eg.</p> <ul style="list-style-type: none"> • Temporary closure of Fairfield Halls 	✓	✓	✓			✓
<p>Making recommendations to Cabinet – on 16 topics since January 2015.</p>		✓	✓	✓	✓	
<p>Seeking clarification and information eg: Southern GTR came to Streets and Environment Scrutiny Sub-Committee in September 2015 to describe how the 10-day line closure would be handled. Representatives from Southern GTR returned to scrutiny in November 2015 at the request of the Committee to respond to recommendations about publicity and provide further information about contingency planning.</p> <p>Scrutiny then issued a Topic Report to all Members so that they were able to provide answers to questions from residents.</p>	✓	✓	✓	✓	✓	✓
<p>Examine risks eg:</p> <ul style="list-style-type: none"> • Safeguarding vulnerable children through the Child Safeguarding Board • Safeguarding Adults through questioning the independent Chair of the Adult Safeguarding Board • Crime and disorder – through scrutiny of the Safer Croydon Partnership 	✓		✓	✓	✓	
<p>Invite service users to scrutiny meetings to hear about their experience of public services. Scrutiny Chairs encourage questions from residents:</p> <ul style="list-style-type: none"> • Housing for Young People • Croydon Transport Vision • Village Style street cleaning and waste 	✓	✓	✓	✓		✓
<p>Bring together a range of stakeholders to encourage partnership working:</p> <ul style="list-style-type: none"> • Transport providers • Health service providers 						
<p>Briefing and training events to support scrutiny reviews eg:</p> <ul style="list-style-type: none"> • Croydon Local Plan – briefing on proposed changes for all Members at 		✓	✓	✓	✓	

<p style="text-align: center;">SCRUTINY MEMBER INVOLVEMENT OUTCOMES</p>	<p style="text-align: center;">Embracing voices</p>	<p style="text-align: center;">Transparency and openness</p>	<p style="text-align: center;">Accountability</p>	<p style="text-align: center;">Improved outcomes</p>	<p style="text-align: center;">Social value</p>	<p style="text-align: center;">Outreach</p>
<p>the start of the consultation process and before the scrutiny review</p> <ul style="list-style-type: none"> • Spending Review and Autumn Statement outcomes – briefing for all Members before pre-decision scrutiny of the proposed Budget 2016/17 • Regular child safeguarding training – for all Members as a result of a scrutiny recommendation. Subsequently extended to Adult Safeguarding • London Scrutiny Network events attended by scrutiny Members and officers including on the following topics: <ul style="list-style-type: none"> ○ Safeguarding ○ Budget scrutiny ○ Schools and Local Accountability (including a well-received presentation by the Head of Democratic Services and Scrutiny from Croydon) ○ Better Care Fund 						
<p>Learning visits including a review of best practice eg:</p> <ul style="list-style-type: none"> • Travellers issues (Kenley ward and Brighton & Hove) • Mental health triage centre (Bethlem Royal Hospital) 		✓	✓	✓		✓
<p>Publicise scrutiny reviews:</p> <ul style="list-style-type: none"> • Topic booklet – to call for information and evidence sent to partners, stakeholders, officers and loaded to the scrutiny web-pages • Topic reports – on scrutiny reviews and Local Action Mini Reviews including: <ul style="list-style-type: none"> ○ Royall Mail services 2015 ○ Track closures Christmas 2015 ○ Street Lighting 2016 	✓	✓	✓	✓	✓	✓

'AT A GLANCE' SCRUTINY WORK PROGRAMME 2015/16

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