

2014/15

Scrutiny Annual Report



**A report by the
Croydon Council
Scrutiny and Strategic
Overview Committee**

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Appendix 1 – Overview of the 2014/15 Scrutiny Work Programme

HOW THE PUBLIC CAN 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 16 (page 74) for contact details

Foreword



Councillor Sean Fitzsimons,
Chair of Scrutiny

I am happy to introduce our Annual Report, which highlights the key activities and developments in scrutiny over the past year. These have, I believe strengthened the scrutiny of public service organisations in Croydon but as you will see, there is undoubtedly much more to do.

In the past scrutiny has often been described as a “critical friend” to the public service organisations we scrutinise.

As Chair of scrutiny here in Croydon it is my belief that we need to be less friendly and to give voice to our concerns, to challenge and to try very hard to identify points of weakness and the “unknown unknowns”¹ facing our borough and its residents.

The importance of scrutiny and the absolute need to look for the “unknown unknowns” was starkly illustrated in the Louise Casey report² on child sexual exploitation in Rotherham.

This follows a similarly stark report on the importance of scrutiny following serious failings and the appalling suffering of patients in Mid-Staffordshire³. In Rotherham the government has appointed commissioners pending new elections in the borough next year and we wait to see what other outcomes arise from the failings there.

¹ The United States Secretary of Defense Donald Rumsfeld stated in February 2002 that “... there are known knowns; these are things we know we know. We also know there are known unknowns; ... the things we do not know. But there are also unknown unknowns - the ones we don't know we don't know. And if one looks throughout the history of our country and other free countries ... these tend to be the difficult ones.”

² Report on the Inspection of Rotherham Metropolitan Borough Council, [5 February 2015](#)

³ Report on the Mid Staffordshire NHS Foundation Trust Public Enquiry, Chaired by Robert Francis QC, [6 February 2013](#)

Inspection of Rotherham Metropolitan Borough Council

One of the key terms of reference for the report was whether the council “allowed for adequate scrutiny by Councillors.” This is some of what the Inspection report had to say on this issue:

- “Overall, the Council has an adequate structure in place and some individual pieces of work have been effective. It has some examples of good practice ... however, it is not clear how effective it has been in holding Cabinet Members and senior officers to account for their individual performance and decision-making. Inspectors could not find much evidence of how scrutiny had changed practice or policy making.”
- “Senior officers described a difficult relationship with overview and scrutiny, a lack of detailed information to back benchers, and an in-built self-regulation of the process. Senior Members admitted that Cabinet has been unprepared to release information to scrutiny. At one point there was an instruction – lasting five months - that no information could be given to scrutiny without the agreement of the Lead Member.”
- “Inspectors concluded that overview and scrutiny had been deliberately weakened and under-valued. The structures and processes look superficially adequate, but the culture has been one where challenge and scrutiny were not welcome.”
- “However, not enough Members really know how to get underneath information presented by officers, and the organisation has not properly resourced and facilitated effective scrutiny. It was generally acknowledged that the scrutiny team was small and disconnected from the Senior Leadership Team.”
- “Clearly, if scrutiny is unwelcome and only funded at the behest of those being scrutinised, it is unlikely to be effective. This is not a reflection on the officers who support the scrutiny function. In fact, despite all the barriers we found them to be passionate about the value of scrutiny and doing their best despite obstacles in the path.”

There are clearly lessons to be learned from the Rotherham experience for all of us involved in scrutiny and we are by no means complacent. Moreover, the Members involved in scrutiny in Croydon will continue to push the organisations that provide public services to deliver the best possible outcomes for Croydon residents.

This year we set out to take a new approach to scrutiny and immediately after the elections sought to strengthen the team supporting the scrutiny function. This is now in place, thus enabling us to:

- Highlight areas of concern and establish how the Council and other public service providers can make improvements by learning from experts and best practice and gaining an in-depth understanding from people who both deliver and receive services. This helps ensure that our recommendations get to the heart of the matter and add value to the work of the Council.
- Increase accountability by inviting each Cabinet Member to engage with Committee members, partners, stakeholders and the public by coming along to scrutiny meetings and answering questions about their ambitions for their portfolios and the challenges they face.
- Establish a new Scrutiny Sub-Committee to scrutinise delivery of manifesto commitments relating to streets, transport, the environment and 'green and clean' issues.
- Take the Health, Social Care and Housing Scrutiny Sub-Committee meetings out into the community to increase public participation and engagement with important health issues.
- Increase the number of meetings of the Children and Young People Scrutiny Sub-Committee to demonstrate the importance of education and childcare matters including safeguarding.
- Place greater emphasis on the scrutiny of outside bodies such as Transport for London, Academy chains, crime and disorder partners, NHS England and the Croydon Clinical Commissioning Group (CCG).
- Make recommendations to Cabinet, other public service organisations and partners including the Children's Safeguarding Board, the Croydon and Lewisham Joint Street Lighting Committee, Transport for London, Network Rail and the Stronger Communities Partnership Board.
- Undertake pre-decision scrutiny on council policies and the council budget.
- Develop new ways of working to encourage all back benchers to become involved in scrutiny including through Mini Reviews.
- Increase public engagement through web-casting some meetings and inviting external voices to speak and contribute to committee meetings.

This report is a summary of the work of our Committees in 2014/15. There is more to come as our ambition to involve more back bench Members, partners, stakeholders and the public in the scrutiny function continues to develop.

The Chairs of scrutiny welcome topic suggestions for review by our Committees from all sources and will also consider any ideas on how we can continue to improve the effectiveness of scrutiny in Croydon.

We can be contacted initially through the scrutiny team by emailing: scrutiny@croydon.gov.uk. Other contact details are provided in Section 16 of this report.

So while I am delighted to present this report, it is also a call to all back bench Members to see that lay involvement by Councillors in scrutinising services can provide valuable insight as, unchallenged, professionals tend to uncritically reinforce each other's views.

Councillor Sean Fitzsimons
14 April 2015

DRAFT

1 An overview of scrutiny in Croydon

1.1 What is Scrutiny?

Scrutiny was introduced by Central Government in 2000, when councils were asked to choose between three Local Government options: Leader and Cabinet with Scrutiny Function; Mayor and Cabinet; or Council Manager and Cabinet. Along with most other Councils, Croydon opted for a Leader and Cabinet model, which means that the Leader and Cabinet are responsible for decision-making in the council.

1.2 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, 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. In this case it is not in the sense of "accountability" but in the sense of "answerability". This is because scrutiny is not responsible for the failures or successes of these Partnerships (including the Health and Wellbeing Board, Safeguarding Boards, Safer Croydon Partnership). Those responsible should answer to the people's elected representatives for their successes or failures.

Public bodies are responding to their working environment by transforming their structures to match the transformation of values – to be more people-centred rather than service-centred. Many good things can come out of the transformation of values and structures – but by the same token many good things can be lost in the transformation process.

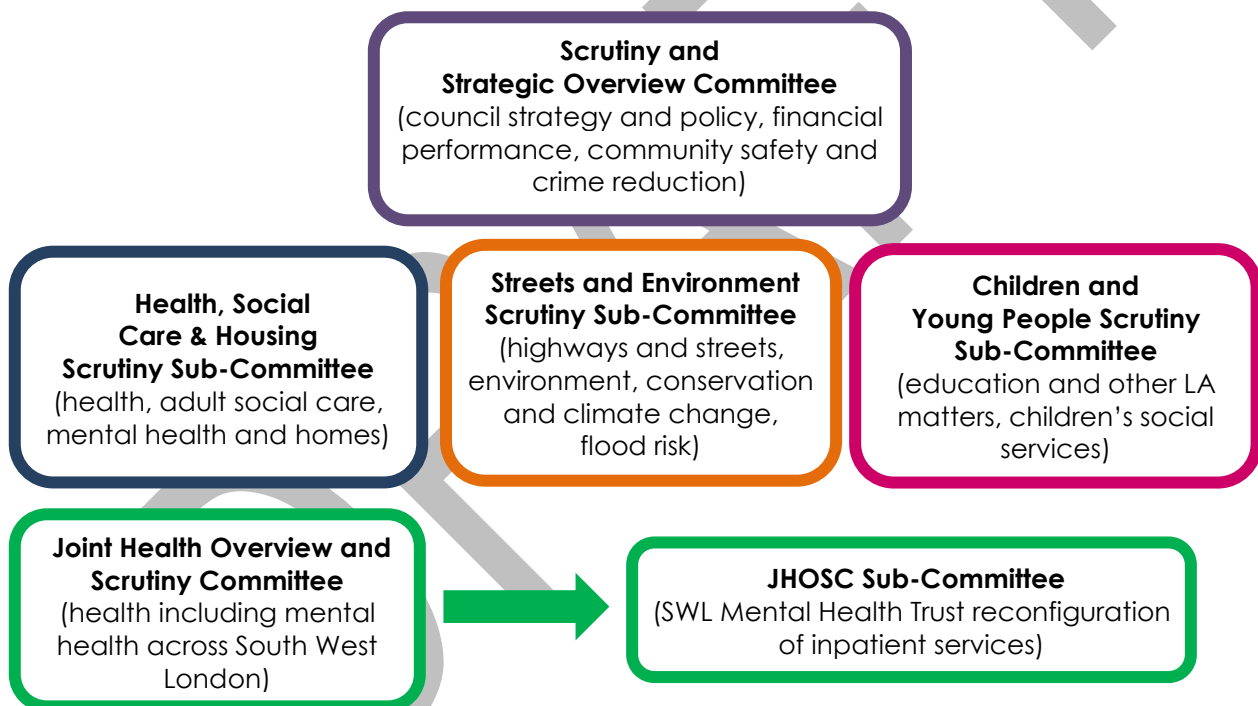
The role of scrutiny Councillors is to be at the heart of the transformation to support the good, raise the alarm on the bad and to reassure the voting public that their elected representatives are looking after their interests. Whether they are involved or not, every Councillor will be affected by the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

1.3 Adding value to Public Services in Croydon

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.

1.4 Scrutiny Committees in Croydon

The structure of scrutiny in Croydon changed this year, with full Council agreeing in June 2014 to have an Overview Committee and three standing Sub-Committees – one more than previously.



It was also agreed to appoint fewer Members to scrutiny in 2014/15. The resulting Committees are 'leaner' and the new structure ensures that all Members are able to contribute to questioning and debate at scrutiny meetings. The membership is politically representative of the council.

In addition to scrutiny taking place within the borough, the council participates in the scrutiny of health service proposals across South West 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. See Section 13 for more information on the JHOSC.

1.5 '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 the 2014/15 municipal year Members from both political groups exercised this power to Call-in a decision relating to a proposal for a Private Rented Sector Licensing Scheme in Croydon. The Scrutiny and Strategic Overview Committee considered the item at a special meeting on 26 March 2015. The Committee agreed that no further action was necessary and that the decision made by Cabinet on 16 March 2015 could be implemented.



However, Committee Members noted that landlords were concerned about the scheme and as a result resolved to review Landlords Licensing 6-months after implementation. The Committee asked officers to ensure that landlords, tenants and agents are invited to the meeting and stated its intention to monitor levels of anti-social behaviour (including fly-tipping, noise, nuisance and crime) in the borough.

1.6 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 2014/15. In recognition of the bureaucratic nature of the statutory protocol, Croydon's the Local Action Mini Review process has been designed to provide a less burdensome route for back bench Members to make recommendations to Cabinet and other public service providers through scrutiny.

1.7 Delivering a busy work programme

Following the local elections in May 2014 and the appointment of new scrutiny leads for both political groups, the scrutiny work programme expanded dramatically in response to the ambitions of the new administration. New activities in scrutiny in 2014/15 included:

- The formation of a new Sub-Committee to consider important issues relating to transport, shared road use and streets as well as the environment and sustainability
- The addition of an extra meeting of the Scrutiny and Strategic Overview Committee in order to create capacity for an item on culture in the borough
- The addition of two meetings to the work programme of the Children and Young People Scrutiny Sub-Committee in order to include items on Child Sexual Exploitation (following the publication of the Rotherham report) and a review of the impact of Academies in Croydon
- The Health, Social Care and Housing Sub Committee held an additional meeting to respond and react to areas of poor service delivery and performance. Further reactive scrutiny was demonstrated by the Committee including an item on their agenda at short notice to comment on an internal major incident within the accident and emergency department at Croydon University Hospital.
- The development of new initiatives including Cabinet Member Question Time sessions, Local Action Mini Reviews, topic reports and meetings in the community

The Chair of Scrutiny, Councillor Sean Fitzsimons made regular reports to council during the year to outline the progress made by the scrutiny committees in delivering the work programme.



Councillor Sean Fitzsimons reporting to full Council

An “at a glance” 2014/15 scrutiny work programme is attached at *Appendix 1*.

2 Scrutiny in action

2.1 Pre-decision scrutiny

Pre-decision scrutiny provides scrutiny Members with the opportunity to comment on key policies and strategies while they are under development. This process is not intended to oppose or slow decision-making but aims to improve decision-making by allowing arms-length scrutiny.

Outcomes:

In 2014/15 scrutiny considered pre-decision items on a number of topics before making recommendations to the council and Cabinet:

- 20mph limits
- Cultural landscape of Croydon
- Cycling in Croydon
- Facilities Management Procurement
- Homelessness Strategy
- Tenancy Strategy
- The Public Health Annual Report 2015 (potential themes)
- The Budget process
- The Council Budget 2015/16

2.2 Budget scrutiny

2.2.1 The 2015/16 council budget

As part of its wider responsibility for pre-decision scrutiny, the Scrutiny and Strategic Overview Committee held a meeting to examine the Budget Process in **September 2014**. This was followed in **December 2014** by pre-decision scrutiny of the proposed Council Budget 2015/16 in advance of the final budget decisions being made by Council in February 2015.

The Cabinet Member for Finance and Treasury and the Director of Finance and Assets stated that these draft Budget proposals were intended to preserve the delivery of frontline services by focusing on back-office costs, by doing things differently and by making hard choices where necessary.

Members of the Committee sought further information on the Capital Budget, levels of borrowing, the level of risk attached to the need for housing in the borough and empty properties, aspects of the Pension Fund, the Council Tax base, safeguarding and the recruitment and

retention of social workers. The Committee asked questions and sought information about the Budget proposals as they related to each portfolio and concluded that the council would need to make difficult decisions and that these would impact on residents and staff.

The Committee was pleased to hear from the Leader of the Council, the Cabinet Member for Finance and Treasury and the Chief Executive that Safeguarding would remain a top priority and that budgets would be protected to minimise risks relating to the Safeguarding of adults and children. Members of the Committee were concerned about the council's capacity to recruit social workers against the need to keep costs down while also reducing the number of agency staff.

Outcomes: At its meeting in **September**, scrutiny and overview Members noted the considerable budget pressure challenge facing the council over the next 4-years and the challenges and opportunities offered by the integration of budgets (including those relating to health, community safety and domestic violence).

At the December meeting, the Committee felt that although the Council has been successful in controlling revenue expenditure over a number of years, in order to achieve maximum value for money, more rigour might need to be applied to capital expenditure.

The Committee asked Cabinet to consider a full report on the proposed closure of the Purley Pool before a final decision was taken. The council subsequently decided not to close the pool and a process of consultation with pool users and residents is now underway to determine the best use of the site and the provision of swimming facilities in Purley.

The Committee welcomed the positive approach to transparency shown by the Leader and Cabinet Member for Finance and Treasury, indicated by their undertaking to consider a request to share un-redacted copies of the contracts relating to Bernard Weatherill House and the proposed Beddington incinerator as these were two issues of considerable interest to Members and members of the public.

2.2.2 Education Budget 2015/2016

The Cabinet Member for Children Families and Learning attended the Children's Sub-Committee meeting in **February 2015** to consider the Education Budget. Members noted that the High Needs draft budget of £51.9m had been agreed at the Schools Forum in December 2014 that this indicated there would be an increase in ring-fenced funding of £500,000.

Members remarked that the five-year freeze in funding represented a 10% cut in real terms and noted that a loss in the link to inflation would have an impact on local budgets.

Members heard that the council's responsibility to provide school places meant it had to invest in a capital programme of building academies as well as new schools. The Committee also tackled issues relating to school performance and the funding of school interventions and school improvement services.

2.3 Mini reviews

This year scrutiny has piloted a new initiative enabling back bench Members to conduct Local Action Mini Reviews. This process is designed to provide all Members (not just Scrutiny Committee Members) with the opportunity of investigating and making recommendations on local issues or matters of interest which they feel merit action.

2.3.1 Employment brokerage for young people

The review set out to address the question "How can Croydon develop a high quality education to employment brokerage and support service?"

Sponsor: Councillor Jamie Audsley (working with Citizens UK)
Committee: Children and Young People Scrutiny Sub-Committee
Method: Consultation events with young people, teachers, businesses, and local organisations such as Croydon Voluntary Action and CALAT Learning Curves

The topic for this mini-review arose from a recognition that Croydon had significant future employment opportunities but needed to develop a sufficiently skilled workforce. Despite some areas of excellence, it was felt that support to develop employability in young people in Croydon was weak in many places particularly with regard to work experience and careers advice.



A film introducing the issues was shown at the 17 March 2015 meeting of the Children and Young People Scrutiny Sub-Committee to underpin the report and set out the findings and recommendations of the mini review.

Outcomes: Recommendations will seek to improve links between schools and businesses to offer improved work experience and careers advice to young people in the borough.

2.3.2 Royal Mail deliveries

The review set out to look at the effect of changes to the Royal Mail delivery service across the borough and the relocation of the delivery office from East Croydon to Factory Lane. The topic was identified as a result of complaints about changes to the Royal Mail services to Addiscombe Ward Members.



Sponsor: Councillor Sean Fitzsimons
Committee: Scrutiny and Strategic Overview Committee

Method:

- Survey of residents which generated over 550 responses
- Meeting with senior directors from Royal Mail
- Meeting with staff and union representatives at the Croydon facility
- Site visits to the Factory Lane collection centre and Duddle parcel collection centre at Waterloo Station

Outcomes: Royal Mail acknowledged that the new sorting office site was inconvenient to customers and agreed to revisit their post-implementation review with a focus on customer impact. In addition, Royal Mail welcomed the resident survey undertaken as part of the mini review and committed to engaging with the results and feedback.

Some key recommendations resulting from the review included:

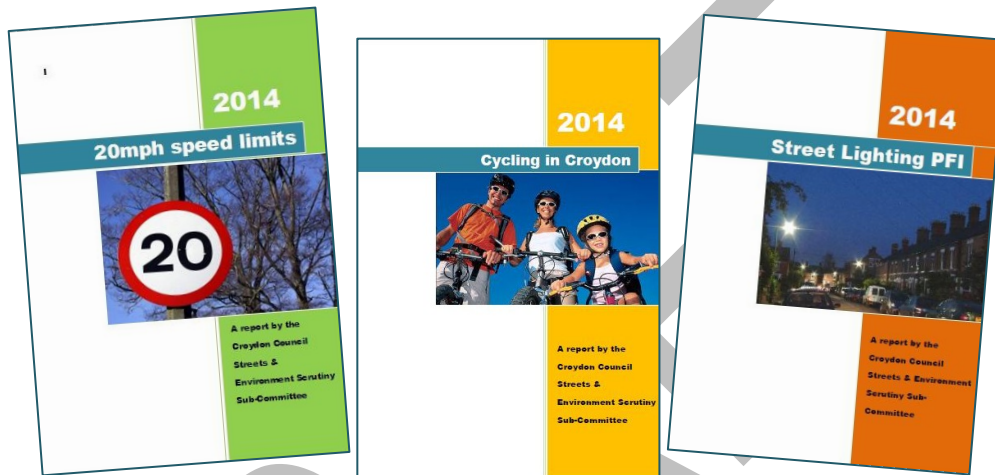
- Asking the Cabinet to consider fully-leasing the Factory Lane Car Park to Royal Mail and to implementing a 15-minute respite from parking restrictions along Factory Lane
- Seeking to engage with Royal Mail on delivering a sorting office as part of the New Addington regeneration strategy
- Asking the Royal Mail to utilise the central Croydon Post Office as an alternative collection point.

2.4 Topic reports

The Streets & Environment Scrutiny Sub-Committee has spearheaded a new initiative to produce 'topic' review reports.

To date the Committee has produced topic reports on:

- 20mph speed limits
- Street lighting PFI contract
- Cycling in Croydon



Outcomes: These reports provide members of the public, stakeholders and Members with an easy reference 'snapshot' in time on a particular subject and present a summary of the evidence gathered, the views and information expressed at the meeting and a record of the conclusions and recommendations of the Committee.

2.5 Recommendations to Cabinet

Scrutiny committees do not have the power to take decisions, overturn decisions taken by the Cabinet or Cabinet Members or insist that their recommendations are adhered to. However, scrutiny may, under provisions in the Local Government Act 2000, make recommendations to the council's Cabinet. The Cabinet is, in turn, under a duty to respond to recommendations made by scrutiny.



Councillor Alison Butler responding to scrutiny recommendations at Cabinet on 19 January 2015

Outcomes:

In 2014/15, our scrutiny committees made recommendations to Cabinet on matters relating to:

- Children's safeguarding
- Work experience and employability opportunities for young people
- Cycling in Croydon
- Inequalities of access to sports facilities
- Planning procedures
- Proposals relating to an Investment Bank for Croydon
- Proposals to close Purley Pool
- The Council Budget 2015/16 and ensuring value for money is achieved on capital expenditure
- The public realm in Croydon
- The Street Lighting PFI contract
- Transport infrastructure

2.6 Visits

Members of scrutiny Committees have been out and about this year to learn from best practice and to see for themselves services they would later scrutinise.

2.6.1 Portsmouth

Visit to meet with officers of Portsmouth City Council to learn about their experiences of implementing the first area-wide 20mph scheme in the country. This was followed by a 'walkabout' in the City to see how the scheme had been delivered.



Outcomes: The information gathered was reported back to the Committee and helped shape its recommendations regarding the establishment of area-wide 20mph limits in the borough.

2.6.2 Croydon Adult Learning and Training (CALAT) service

On a visit to CALAT's Central Croydon site on 15 October 2014, Members were impressed with the commitment and enthusiasm of council officers and staff. Committee Members also saw for themselves the benefits of the move to the new site which included access to a careers



advice facility, central location, co-location with the library and well-designed learning spaces.

Outcomes: The Committee was happy to endorse the improvements made over the past 12 months which were recorded in its Self-Assessment Report and to support the leadership team.

2.6.3 Street Lighting PFI contract

A walkabout in Addiscombe and Ashburton wards enabled Members to see the benefits of the new street lighting and to note that light pollution was not a significant problem except where there were small front gardens.



Outcomes: The Committee made recommendations to Cabinet and the Croydon and Lewisham Joint Street Lighting Committee relating to these and other aspects of the street lighting PFI contract and will continue to monitor its delivery in 2015/16. Cabinet has accepted the recommendations and the Committee awaits a formal response and action plan from Cabinet. At its meeting on 19 March 2015, the Joint Street Lighting Committee also agreed to accept scrutiny's recommendations.

2.6.4 Cycling

A visit to meet the Cabinet Member and officers responsible for cycling in Hackney followed by walkabouts in Hackney and Croydon enabled investigation of issues relating to cycling and the creation of liveable neighbourhoods.



Members saw that many of the measures in Hackney could be replicated in Croydon and that much could be learned from their experiences.

Outcomes: Recommendations were made to and accepted by Cabinet at its meeting in March 2015. A full response and action plan are expected to be reported to the next Cabinet meeting.

2.6.5 Bethlem Royal Hospital

A visit to the remodelled triage facility at Bethlem Royal Hospital was undertaken by Members of the Health, Social Care and Housing Scrutiny Sub-Committee and shadow health, and social care Members. This facility has been developed to accommodate Croydon residents in response to the rise in incidences of unnecessary admissions and to help reduce lengths of stay in hospital.



Members thought that the facility was adequately staffed and that they appeared passionate about their roles; patients appeared to be happy and relaxed. Officers and heads of services, clinicians and service users were on hand to give Members a picture of what the admission shortfall had been prior to the ward being developed and how the ward had impacted on not only admissions and discharges but also on the wellbeing of patients. Patients can be admitted or signposted to the appropriate areas and level of care. A clear briefing of the functions within the facility was explained and roles and responsibilities were discussed during the course of the visit.

Outcomes: Members found the personal experiences of service users to be very powerful and gave them a real appreciation of the treatments provided on site.

2.6.6 Croydon University Hospital

The Committee has accepted an open invitation from the Chairman of Croydon Health Services NHS Trust to visit the Croydon University Hospital site, on 20 April 2015. Members are expecting to visit the Accident and Emergency Department and a Care of the Elderly ward.

Predicted Outcome: Evidence gathered from the visit will inform the Committee's response to the Trust's quality account which will be considered at a Health Sub-Committee meeting in May 2015.

3 Ensuring decision makers are accountable

In keeping with the openness, transparency and accountability agenda of the new administration and as part of scrutiny's contribution, each Cabinet Member has been given an opportunity to engage publicly with scrutiny and other back bench Members on all aspects of their portfolio within the scrutiny framework at least once during the year.

Typically, Cabinet Members have addressed the following questions in a short presentation before answering wide-ranging and detailed questions from the Committee:

- What are your portfolio priorities and why are they priorities?
- How do you propose to deliver your proposals?
- What will you stop doing?
- What will you start doing?
- What are the causes of financial pressures in your portfolio?
- How do you intend to deal with those pressures?
- What are the weaknesses in your portfolio?

3.1 Leader of the Council

The scrutiny and overview Committee heard about the Performance of the council from the Leader, Councillor Tony Newman and the Chief Executive, Nathan Elvery. The meeting was well attended by Members and members of the public and was also webcast⁴.



Outcomes: Members asked questions and sought information from the Leader on matters as diverse as cuts to the funding award from central government, partnership working, joint commissioning and shared budgets, safeguarding, renting out part of Bernard Weatherill House and funding support for lollipop people.

There was considerable interest in the proposal to close Purley Pool and a number of residents and pool users were present to express their concerns.

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

3.2 Cabinet Member for Finance and Treasury

Councillor Simon Hall, Cabinet Member for Finance and Treasury attended the SSOC meeting on 9 September 2014. He briefed Members on the financial context the council is operating within, its priorities and the principles of its finances. He confirmed that the decision to share regulatory services with Richmond and Merton councils had been reversed and would not take place.



Outcomes: Members received a clear description of the context of funding, demand for services in the borough and the principles relating to finances, commissioning and other areas of the portfolio. The Cabinet Member also provided detailed information about the funding formula and the impact population expansion in Croydon was having, use of reserves and capital budgets, the level of debt and borrowings, electoral services, IT infrastructure and the impact of the budget challenge facing the council on staff morale.

3.3 Cabinet Member for Culture Leisure and Sport

Councillor Timothy Godfrey, Cabinet Member for Culture Leisure and Sport attended the SSOC meeting on 11th November 2014 and provided information about his portfolio which had been reinstated after the local elections in May.



The Cabinet Member issued a challenge to contractors delivering parks, library and leisure services informing them that the contracts were being monitored for good performance and that there was always the option to bring them back in-house. He added that he was concerned that the way the contracts were modelled did not chime with the way the council now wanted to use these services as part of the broader cultural and sporting offering.

Outcomes: The very small teams working within the council to deliver culture, leisure, sport and bereavement services were praised. The young people present at the meeting asked that opportunities for them to take part in cultural and sporting activities be advertised better, particularly through schools, and the Committee is expected to consider this further in 2015/16.

3.4 Cabinet Member for Economic Development

At the SSOC meeting on 10 February 2015, Councillor Toni Letts, Cabinet Member for Economic Development provided the Committee with information relating to economic challenges facing the borough, opportunities offered by the emerging relationship with Gatwick and Brighton, use of 'meanwhile' projects to improve perception, the delivery of a job brokerage service, creation of 'tech' city at Davis House and the design of a Business Rate Relief Scheme.



Councillor Letts expressed concern about low business start-up survival rates and employment prospects for young people and the over 40s and recommitted to encouraging employers to pay employees a London Living Wage.

Outcomes: The SSOC issued a request to Cabinet that it provides scrutiny with a report on a proposed Investment Bank and expects this to be received for its meeting in July 2015.

It also noted that the Cabinet Member for Economic Development had expressed concern at the meeting that there was no oversight of how the £100,000 Portas Pilot Scheme fund, which had been awarded to improve the area of Croydon Old Town, had been spent.

Members suggested that although a number of good ideas to revitalise the Surrey Street Market (including through improvements to signage, the public realm and the offering available to shoppers) had been proposed in the past, there was no action plan in place and this needed to be addressed.

3.5 Cabinet Member for Safety and Justice

Cabinet Member for Safety and Justice, Councillor Mark Watson attended the SSOC meeting held on 3 March 2015. Members heard about challenges including the widening inequality and deepening deprivation facing some residents, issues relating to social isolation and disenfranchisement, the need for better community relations and integration and the challenge of encouraging a visible community response to tough issues and changing attitudes.



Councillor Watson outlined some successes so far such as the launch of the Fairness Commission, the Stronger Communities Board and the Active Communities Fund and talked about the importance of getting out and about to meet members of the community.

Outcomes: The Cabinet Member answered questions on challenging issues such as public safety, digital and social isolation, access to the contact centre, domestic abuse, FGM⁵, people trafficking and slavery, travellers and hate crime.

Members noted that further information was needed to get beneath these important issues and that obtaining and understanding the implications data was a significant challenge for the council and its partners.

3.6 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 in September 2014. Councillor Bee provided information on progress made in the first few months of the administration and outlined a number of projects in the pipeline. She tackled issues relating to parking and residents' parking schemes, roads and Transport for London plans to remodel traffic flows in the centre of the town and stated that the Transport Strategy aims to encourage a modal shift to more active travel and less dependence on the motor vehicle.



Outcomes: Councillor Bee sought involvement from the Committee in pre-decision scrutiny on a number of topics including the Transport Delivery Plan, Cycling Strategy and a Parking Review for the borough and stressed to officers the importance of getting into the habit of fitting scrutiny into the decision-making cycle.

⁵ Female Genital Mutilation

3.7 Cabinet Member for Green and Clean

Councillor Stuart Collins, Cabinet Member for Green and Clean attended the Streets Sub-Committee meeting on 18th November 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.



He described the council's ambition to be the greenest and cleanest London Borough and the positive impact the 'Don't Mess with Croydon – Take Pride' campaign had delivered. In addition, information about enforcement, prosecutions, new legislation in relation to fly-tipping and illegal encampments and plans to deliver waste and recycling collections using a 'village' model from April 2015 was also provided.

Outcomes: Members welcomed the information provided on enforcement; changes in legislation and the use of fixed penalty notices; street cleaning and orange bag collections; trade waste and working with traders; reporting and the use of the My Croydon App and Fly-tipping email address; problems relating to houses of multiple occupation and permitted development; household waste and recycling and fly-tipping; travellers and illegal encampments.

3.8 Cabinet Member for Children and Young People

Councillor Alisa Flemming attended the Children and Young People Sub-Committee meeting on 3 February 2015 and outlined opportunities and challenges relating to the Department for Communities and Local Government funding for "Best Start", the provision of school places for new entrants, education quality and the development and promotion of CALAT, Croydon's adult learning and training service.



The Cabinet Member also provided Members with information about funding to build new schools, improving the youth offer, the issue of youth unemployment and held up the Youth Parliament as an example of excellent practice. Members questioned the Cabinet Member on the incidence of Child Sexual Exploitation (CSE) and were advised that a newly appointed co-ordinator would liaise with a wide range of agencies and faith groups to build an accurate picture of the risks to children in the

borough. Members turned their focus to the Children's and Adolescents' Mental Health Services (CAMHS) and it was acknowledged that the funding of this service needed to be improved.

Outcomes: The Committee required more briefings for all Councillors on Children Safeguarding and Corporate Parenting bodies. A module for Members on Children's Safeguarding has been devised by the Safeguarding Board and is to be made compulsory as part of the accreditation to hold a Community Budget.

In addition, the Committee agreed to consider adding items on the 'Youth offer' in the borough and CAMHS as part of the 2015/16 work programme.

3.9 Cabinet Member for People and Communities

At its meeting on 27 January 2015, the Health Sub-Committee heard from Councillor Louisa Woodley that adult social services and the steps undertaken to promote integration with other services was her top priority. With regard to resources, she informed the Committee that a key weakness facing her portfolio was pressure on budgets and there were implications relating to the delivery of the Care Act. She added that the programme of integration had saved approximately £1 million so far and there were opportunities for further savings of up to £3 million.



The Cabinet Member informed Members that Croydon is one of two boroughs chosen to be a food flagship borough and that this was an area where the department could actively make a difference on social inequalities in health. It was reported that formal feedback processes for the learning disability service were in place and that positive feedback had been received from users and carers. Members heard however that changes in how the NHS collects data means that benchmarking service quality was not easy.

Outcomes: The Committee stated an intention to positively monitor the implementation of the Care Act and the joint commission initiative to ensure they deliver good outcomes for Croydon residents. Members stated that they would also monitor budget allocations relating to the Care Act on behalf of Croydon residents.

3.10 Cabinet Member for Homes and Regeneration

At its meeting on 21 October 2014, Councillor Butler presented a whistle stop tour of her portfolio which included examples of areas of best practice, emerging constraints and her hopes for the future. A significant shift in approach was demonstrated by the Cabinet Member renaming her portfolio from housing to homes.



Members discussed rates of bed and breakfast accommodation. In response the Cabinet Member hoped to deliver 800 new social housing units which would significantly reduce the length of stay in bed and breakfast accommodation for existing residents.

The Committee asked how increases in population locally would affect future housing needs and Councillor Butler reported that the social housing map would undergo a programme of revitalisation. She added that reviewing where and how homes are located and built would drive the remodelling of existing housing estates.

Outcomes: The Committee recognised the limitations around the authority's housing stock, realising that this was a national problem and that mortgages were out of reach in many cases.

Officers confirmed that a programme of extending homes had been successful in the past and agreed to consider whether existing properties in the housing stock have the potential to be converted to house larger families. Councillor Butler and her team agreed to look at suggestions made by Members and stated that interaction with the Committee had been a good example of partnership working.

4 Strategy and policy development

4.1 Homelessness Strategy

The Health Sub-Committee heard from the Cabinet Member for Homes and Regeneration that the council was working hard to reduce some of the nationwide issues affecting Croydon in relation to the limitations of providing homes for the homeless and those with a housing need. Officers continue to work closely with authorities to review and, where appropriate, implement best practice locally.



Outcomes: The Committee was invited to forthcoming consultation events and initiatives related to the agreement and implementation of the Homelessness Strategy and agreed to review it again at its meeting in May 2015.

4.2 Tenancy Strategy

Members of the Health Sub-Committee received information from the Cabinet Member for Homes and Regeneration that the Tenancy Strategy (alongside the Homelessness Strategy) aimed to seek to deliver against the causes of homelessness and sought to improve the lives of people in the borough. She reported that officers were reviewing best practice elsewhere, including Camden Council with the aim of making improvements in service delivery.



Members asked questions about a tenant reference scheme which was being consulted on and officers agreed to keep Members informed about the results.

Outcomes: The Cabinet Member for Homes and Regeneration agreed to keep the Committee informed about future consultation events so that they can attend and provide input in to the development of the strategy. The Committee will review the strategy again in May 2015.

4.3 Cultural Strategy for Croydon

Members of the SSOC received a report on the Cultural Landscape of Croydon in **November 2014** and heard from a number of members of the public including representatives from Croydon Summer Festival 2015, RISE-gallery, Apsara Arts, Surrey Opera, Youth Council and Croydon Youth Arts Council.



There was agreement that an enhanced cultural landscape would help make Croydon a better place to live and that it would support the borough's regeneration and growth ambitions. The Committee heard however that groups based in Croydon often had to go outside the borough to find venues to perform, that members of the public tended to look outside Croydon for events and that promoters found it hard to make events pay in Croydon.

Outcomes: The Committee welcomed the development of a Cultural Strategy for Croydon, expressed support for the proposal that a Cultural Trust be considered for Croydon and concluded that there were a number of barriers to an enhanced cultural offering including the lack of affordable venues for amateur groups, the lack of flexibility in licensing events and venues and funding. It asked Cabinet to consider naming streets after Olympic sports stars as a means of encouraging participation in sport particularly among the young.

Cabinet responded in March 2015 by accepting the Committee's recommendations. A full response and action plan will be reported to the next Cabinet meeting.

4.4 Cycling in Croydon Strategy

The Streets Sub-Committee considered a pre-decision report on Cycling in Croydon in **December 2014**. Members heard from Councillor Kathy Bee as Cabinet Member, council officers, Transport for London, cycling groups and members of the public.



It was clear how important it was that a cycling strategy for the borough be developed, that there was a lot to do to put it into action and that it would take time to deliver. Committee members had visited Hackney and undertaken a walkabout in Croydon to see the challenges ahead for themselves. The Committee heard that Hackney had made cycling a priority in 2000 as part of its holistic approach to creating liveable neighbourhoods, reducing inequalities between road users and had seen huge increases in cycling as a result.

The Committee focused its inquiry and questions on a number of areas including the current situation in the borough, the benefits of cycling and active travel, the barriers to cycling, opportunities and 'quick wins' to encourage cycling and funding choices available to the council. The Committee reached a number of conclusions including that current levels of cycling participation in the borough are poor and there are considerable opportunities to increase cycling participation as a means of travel and for leisure. Members of the Committee were enthusiastic that a modal shift towards cycling should be encouraged and that cycling imagery should be inclusive of disabled cyclists.

Outcomes: The Committee resolved to recommend to the Cabinet that a Cycling Strategy for Croydon be adopted and that it shows evidence of a disability focused Equality Impact Assessment. The Committee also asked that consideration be given to increasing the funding allocation from the Local Implementation Plan (provided by Transport for London) and other 'pots' in order to implement the rolling delivery plan outlined in the draft Cycling Strategy. The Committee also felt that it was important that cross-department co-operation be encouraged to help remove impediments such as the need for planning permission for cycle storage and lockers.

Cabinet responded in March 2015 by accepting the recommendations. A full response and action plan will be reported to the next Cabinet meeting.

4.5 20mph limits

The principle of introducing 20mph limits had already been agreed by Cabinet as a manifesto commitment and the Streets Sub-Committee considered a pre-decision item on the implementation of 20mph limits in the borough. The Cabinet Member for Transport and Environment, Officers, the police and a number of interested organisations and charities representing different road users were present at the meeting.



The Committee received information about a site visit to Portsmouth which had already introduced 20mph and considered 40 written representations from members of the public, ward councillors and local MPs on this issue. The Committee focused its inquiry on a number of areas including the robustness of road casualty statistics, options for consultation, the distinction between 20mph zones and 20mph limits, area-wide proposals for 20mph limits, the kinds of roads a scheme could include and exclude, enforcement and education, costs and proposals for a 5-year implementation programme.

Outcomes: The Committee made a number of recommendations to the council including that in implementing proposals for 20mph, consideration be given to introducing 20mph limits across the Borough in an area-by-area (not road-by-road) programme as quickly as funding allows following statutory consultation and in accordance with Department of Transport guidance. Members also asked that a working party comprising stakeholders and interested parties be set up to guide the delivery of the consultation and ensure that stakeholders, interested parties and residents can contribute their views about area-wide 20mph speed limits. This working party has been working actively with council officers in recent months to help determine the areas and timing of implementation of 20mph limits.

At the Cabinet meeting on 16 March 2015, a programme for consulting on and implementing 20mph limits over a 3-year period was approved.

4.6 The transparency agenda

At the last SSOC meeting in 2014/15, Members will consider a report on the Transparency agenda and are expected to consider what 'transparency' and opportunities for challenge mean to Croydon citizens and communities. Members will be aware that transparency needs to take place within the constitutional framework and take account of sensitive commercial needs and the protection of personal data.

4.7 Sustainability

At the Streets Sub-Committee meeting on 24 March 2015, Members considered an item on sustainability. The Committee sought information on how Croydon had moved forward from its position in the early 1990s when it was at the forefront of implementing a sustainability agenda.

The Committee heard from the Assistant Chief Executive Finance and Assets and other officers that the council had embedded sustainability within policies for procuring goods and services, but that more needed to be done when it came to commissioning services.



Outcomes: The Committee made recommendations about the need for a Sustainability champion and asked Cabinet to consider developing an action plan for ensuring that Cabinet Members and senior officers look to implement best practice at policy and operation levels.

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5 Improving council services

5.1 Street Lighting PFI Contract

The progress of the Croydon and Lewisham Joint Street Lighting PFI contract was considered twice this year by the Streets Sub-Committee (in July and December 2014). Members considered issues relating to the due diligence process, project challenges and the programme recovery plan.



Serious concerns about the delay in the street lighting programme were expressed and Members called for significant changes to the contract monitoring process to ensure that they are robust and that all issues relating to the implementation of the contract are detected and tackled swiftly and efficiently. Members were concerned that consultation with residents by the contractor was inadequate, asked for information on the cost of the delays and stressed that action should be taken to ensure that the council suffered no losses.

Outcomes: Members agreed to take a tour of Addiscombe and Ashburton wards to examine works carried out and identify areas for improvement before making its final recommendations. This 'walkabout' took place in November and recommendations to Cabinet and the Croydon and Lewisham Joint Street Lighting Committee followed.

Cabinet responded in March 2015 by accepting the recommendations. A full response and action plan will be reported to the next Cabinet meeting. The Joint Street Lighting Committee met on 19 March 2015 and accepted scrutiny's recommendations.

5.2 Veolia Waste and Recycling Collection and Street Cleaning contract

Members of the Streets Sub-Committee heard that this huge contract has been running since 2003 but will end in 2018. Members received information about missed collections, green waste collections, orange bag collections and the mess left behind some waste removal trucks.



Members heard how new technology in trucks was helping with reporting and that collections will move to a 'village style' model from April 2015.

Outcomes: The Cabinet Member for Green and Clean committed to a green waste collection in 2015/16 and to consider options other than charging for the service in later years as he understood the importance of the service to residents.

Members noted with interest the intention to move to a 'village' model of waste collection from April 2015 and were interested to hear about the potential for 'smarter' working which this would deliver alongside initiatives such as street champions.

Members expressed concern about the impact of permitted developments where residents are not provided with adequate facilities to be responsible about their waste management arrangements.

5.3 Fly-tipping in Croydon

In November 2014, Members of the Streets Sub-Committee heard that although the instances of fly-tipping had been increasing year on year, the time taken to remove fly-tips had decreased. This was due to the target time being decreased from 72 hours to 48 hours and it being easier for fly-tipping events to be reported.



Members heard about the challenges relating to fly-tipping on private land and initiatives such as Community Pride Clean-ups to help address this. The Cabinet Member for Green and Clean stressed the importance of 'naming and shaming' offenders, crushing vehicles used for fly-tipping and successful prosecutions in helping to reduce fly-tipping.

Outcomes: The Committee offered its support to the proposal that the council adopts new legislation in its pursuit of prosecutions resulting from illegal encampments and fly-tipping.

5.4 Connected Croydon

The Streets Sub-Committee considered an item on the Connected Croydon project in **January 2015** with the aim of reviewing the progress made to date, challenges ahead and of considering opportunities arising from the 3-year LIP funding programme.



Outcomes: The Committee asked the council to ensure that it has regard to the needs of cyclists and welcomed information that temporary orders were being trialled as this was a previous scrutiny recommendation. Cabinet was asked to ensure that sufficient funds from the revenue budget be allocated to maintain public realm improvements. Members also recommended that a review of the Public Realm Design Guide be considered as a possible topic for the 2015/16 work programme for the Streets Sub-Committee.

5.5 Facilities Management (FM) Procurement

The review provided Members of the SSOC with information about the strategic context for FM commissioning as well as the current arrangements for FM procurement and its historical context. The Committee welcomed the opportunity of reviewing the options for facilities management procurement at an early stage in the process as the contract is not due to be awarded until May 2015.

Outcomes: As a result of the involvement of scrutiny, Councillor Simon Hall, Cabinet Member for Finance and Treasury undertook to reconsider the design of contract 'bundles' during the procurement process for the new Facilities Management contract, to seek to include social value criteria in procurement documentation and to support small and medium-sized local businesses during the process where possible.

5.6 My Croydon App

Members of the Streets Sub-Committee heard that the My Croydon app provides residents with a faster way of reporting issues to the council using a smartphone. Members heard that there had been significant take up of the app and that residents were using it to report abandoned vehicles, blocked drains and gullies, empty properties, fly-tipping, graffiti, potholes and road defects.



Outcomes: Members of the Sub-Committee agreed that the My Croydon App was a positive development, welcomed the future development of a wider range of applications for it but asked that greater complexity should not compromise ease of use.

5.7 School places and admissions

The Children's Sub-Committee received information on the current situation regarding school places and admissions in the borough, noting that bulge classes had been put in and parents had been advised that there would be additional classes to accommodate rising demand.



The Committee noted that parents of secondary school pupils had a strong preference for well performing schools and that the impact of “churn” (pupils changing schools as a result of a house move) was a particular challenge for some areas in the north of the borough. In the centre of the borough pressure to expand was exacerbated by the paucity of sites for new schools especially with green spaces for sports activities. Members noted that new regional commissions were being set up to improve accountability in academies, that these controls had recently been used to assess a recent application for a faith-based school.

Outcomes: The Committee recommended that planning applications for new schools should include a school sports plan to secure adequate provision for sports and physical activity and asked that the council encourage early partnership work with local sports organisations to explore opportunities for sport in new schools.

5.8 Education quality and standards

At the Children's Sub-Committee meeting on 3 February 2015, Members scrutinised pupils' achievement at the Early Years Foundation Stage and schools' efforts to achieve an overall improvement and narrow the gap between low and high achievers.



Members heard that performance had improved during the previous year, in part due to the Early Learning Development Programme and questioned officers about educational achievement in the north of the borough. "London Challenge" had channelled significant resources to improve the performance of inner London schools and increased funding was now being directed to Croydon's schools in recognition of the fact that its population had increasing levels of social deprivation. In 2015/016, the borough was due to receive an additional £13.25m in Dedicated Schools Grant to address this.

Members sought information about the borough's Virtual School and asked why parents chose to send their pupils to schools outside the borough and the provision of school performance statistics. The needs of special groups (such as talented pupils), the number of exclusions and the employability of the borough's children and the role of parents in promoting good educational performance were also considered.

Outcomes: The Committee will consider items relating to youth employability and the role of parents in educational attainment as part of the 2015/16 work programme.

5.9 Croydon's Academies and Free Schools

The Children's Sub-Committee considered academies and free schools at its meeting in **November 2014**. Members heard about how, when and under what circumstances maintained schools became academies. They also heard that the mutual established to provide educational support services aimed to serve all schools in the borough.



The Committee heard that school improvement advisors enabled the council to fulfil its statutory duty to monitor the quality of performance of Croydon schools although they were not able to carry out visits to all establishments.

Members were concerned about the availability of school places and heard that detailed work was carried out to obtain accurate predictions of need. The Committee sought information about whether certain parts of the borough were 'monopolised' by certain academy chains and heard that the council endeavoured to encourage variety across the borough but did not always have control over the choice of academy trust for a given school.

Members asked questions about free schools in the borough and heard that some free schools failed to engage with the council and the community. Concerns were also expressed regarding the capacity of governors and it was suggested that candidates for governor posts should undergo a test to ascertain whether they are 'fit and proper persons' to undertake these responsibilities.

Members questioned council officers and academy chain representatives at length regarding their work on safeguarding. They reminded those present that the local authority retained responsibility for ensuring that schools carried out safeguarding effectively and that accountability for children's safeguarding was the same for maintained schools and academies under legislation introduced in 2002. Members highlighted the fact that the role of scrutiny included holding the relevant Cabinet Member to account for the effectiveness of children's safeguarding in the borough and reiterated the need to hear the voice of children at risk, expressing concern about current communication channels that did not provide easy access to this.

Representatives of academy trusts stated that their safeguarding procedures were essentially the same as maintained schools and involved multi-agency teams, social services and safeguarding audits. Council officers stated that they had very good engagement from all schools, with a designated safeguarding lead in every school and a multi-agency safeguarding forum providing supervision to safeguarding leads.

Outcomes: The academy chains present were commended for their openness and willingness to be accountable and to engage with the local authority. The Committee noted that this was not the case with regard to free schools. Members expressed concern that the demand for the services of the council's mutual might decrease as academies became more self-sufficient and were worried about the dominance of a few academy chains in some parts of the borough. They also questioned the choice of location for some new schools, which did not always appear to match the location where demand was at its highest, and were concerned about the lack of lead-in time for new schools, some of which have significant numbers of empty places.

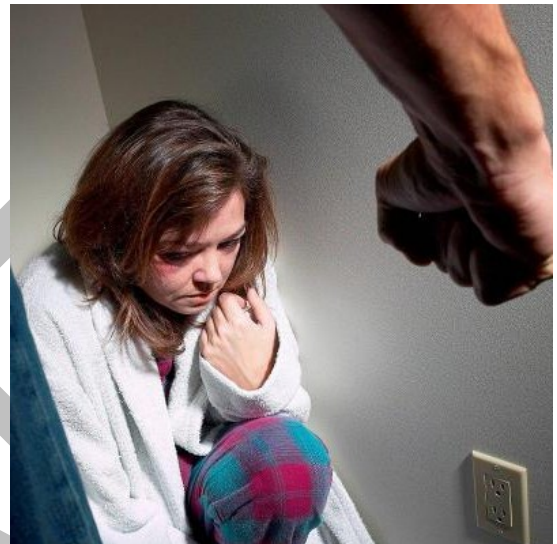
5.10 Domestic violence

The SSOC considered domestic and sexual violence at its meeting in [March 2015](#), receiving information from council officers and the police and also hearing from members of the voluntary sector.

Members were told that in 2014/15 to date, 1123 incidents of violence with injury and 3195 incidents of domestic violence had been reported in Croydon. The Committee was also told that Croydon has the highest number of rapes, sexual offences and domestic violence in the whole of London – and has been in this position for the last three years.

The Cabinet Member for Safety and Justice, council officers and the police provided further information on the Family Justice Centre, the support offered to high risk victims through MARAC, serial perpetrators, violence against men and girls in gangs.

The Cabinet Member stated that the impact on children was significant and that it was crucial to teach children about healthy relationships in order to break the cycle of inherited abuse. Members were informed about work being carried out in schools including Values versus Violence.



Members heard that Croydon had started a petition for a Domestic Abuse Perpetrators Register (similar to the sex offenders register) to help the council and police tackle the symptoms and causes of domestic violence far more effectively⁶.

Outcomes: The Committee recommended to the Children's Sub-Committee and the Health Sub-Committee that they consider matters relating to FGM and provision of therapy for children suffering from the effects of domestic violence at their joint meeting later in the year⁷.

Members lent their support to the Values Versus Violence programme for schools in the borough and urged Members to sign and promote the council's petition for a Domestic Abuse Perpetrators Register. The Committee also asked for an update on the funding support Croydon is receiving on domestic violence from London Councils.

⁶ To sign the petition, go to <http://goo.gl/8ft2Dq>

⁷ Currently scheduled for 22 September 2015 and covering topics relating to CAMHS and the effects of domestic violence on children.

5.11 Children's social care services

The Children and Young People Scrutiny Sub-Committee considered a report on children's social care services provided by the council at its **March 2015** meeting.

They questioned officers regarding early help services, changes to performance management, challenges relating to recruitment and retention of social workers, particularly for the Child in Need services and the effectiveness of joint work with partner agencies. Members also noted the new Ofsted inspection framework, which has amalgamated some service areas which had previously been inspected individually, such as Adoption, Fostering and Private Fostering.

Outcomes: The council's children's social care services were judged to be "adequate" by Ofsted in 2012, and it was estimated that progression to a "good" rating would take about five years. The Sub-Committee challenged officers to obtain such a rating by 2017.

5.12 Housing repairs

Members considered the housing repair contract at the Health Sub-Committee meeting on **10 March 2015**, marking a full calendar year of the contract being let to Axis Europe plc.

The contract seemed to be on track regarding levels of performance. However there was recognition that the performance of sub-contractors remained a concern. Back office staff had to play "catch up" at the start of the contract when dealing with calls. However shared knowledge, time and experience had reduced the length of calls and the number of repeated call outs due to the wrong workman being despatched.



Current performance of the back office staff is an improvement on when the council had managed this part of the service.

Outcomes: All Members of the Committee had a clear understanding of the contract and some of the issues that residents are experiencing as this forms part of their mailbag as Ward Councillors.

Housing officers agreed to continue their partnership working by liaising with discharge teams to reduce delayed discharges from hospital by completing low level repairs to council tenants as part of the Axis contract.

5.13 Flood risk management

Following the severe flooding in Croydon in February 2014 Cabinet considered an item on Flood Prevention and Winter Preparations at its meeting on 20 October 2014. The Streets Sub-Committee followed this with an update on the preparations made for the 2014/15 winter and their effectiveness.



The Committee also sought information on the development of a Local Flood Risk Management strategy and funding bids.

Members heard that over 21,000 properties are at potential risk of flooding and that the council is responsible for managing local flood risk as the Lead Local Flood Authority (LLFA) while the Environment Agency (EA) takes a more strategic role.

Outcomes: Members were happy to endorse the proposals for 'village style' street cleaning and waste collections as they believed this would be helpful. In addition the Committee welcomed Sustainable Drainage Systems (SuDS) initiatives and the council's response to these through the planning process. The Committee notes that although Croydon seemed to be in a much better position to manage flooding and flood risk that it had been in previous years, it was not possible to eliminate the risk of flooding.

5.13 Freedom of Information and data

Over the last few years, local authorities have been encouraged to share their data and information with the public to allow for greater public scrutiny with increased accountability, involvement and transparency. In 2011 the Scrutiny and Overview Committee in Croydon commissioned a task and finish working group to consider how the council could meet and

even exceed these requirements to become the 'most open council' in the country.

The working group in 2011 found that while meeting minimum requirements, Croydon council could and should do more, stating that the benefits of greater openness are numerous and far-reaching. The working group considered that there were three principles the council should embrace:

- 1** If the public have a right to information, this information should proactively be provided to them by the Council by default
- 2** The format of information published should be defined by public needs rather than Council convenience
- 3** Officers should seek to share as much information as possible, rather than focussing on limiting how much is revealed

The 2014/15 Committee aims to revisit how these have been delivered since 2011 at its final meeting in April 2015.

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6. Improving the performance of other public services

The Local Government and Public Involvement in Health Act 2007 places a duty on scrutiny committees to scrutinise the work of strategic partnerships and its named partners. It is vital that Scrutiny monitors all public services that affect the local community from the Health service to the Police. External scrutiny is now having more impact in Croydon.

6.1 Croydon Health Services NHS Trust

The Health Sub-Committee met in **November 2014** to continue its review of outcomes following a Care Quality Commission (CQC) inspection of the acute services within the Trust in September 2013.



The Trust updated the Committee on its quality improvement plan, developed in consultation with key stakeholders, the CQC and the Trust during the first of the two quality summits. The Hospital was very open in its reporting of areas of poor performance and where it had achieved significant improvement and recognised that the Trust's standards and performance was "work in progress".

To further tackle performance issues and improve the patient experience, the Trust had refreshed its senior management structures and committees and reviewed and changed the clinical area skill mix. Members heard that a key initiative has been a series of Listening into Action sets which involve staff and patient groups.

In **January 2015** and following an incident where the hospital ran out of beds for patients, the Committee heard evidence from the Chief Executive of Croydon Health Services NHS Trust and the Interim Director of Nursing. Members heard that staffing issues, a lack of agency staff, a significant increase in the seriousness of illnesses being presented and struggles with discharges had all contributed to the incident.

Outcomes: The Committee resolved to monitor the signposting of patients to primary care and noted concerns over the reduction of nurses being trained.

6.2 Croydon's Clinical Commissioning Group

The Health Sub-Committee met on 8 July 2014, to receive a report on the Croydon Clinical Commissioning Group's 5-year strategy which included a structured timetable of the CCG's 5-year strategy, information about pressure points, challenges and constraints, and the proposed service delivery programme of healthcare across South West London which replaced the Better Services, Better Value (BSBV) programme. It was confirmed that SWL Collaboration Commissioning remained a clinically led initiative, that the clinical case for change remained relevant and emerging issues were at the forefront of thinking when developing the vision and 5-year strategy for the CCG.



At its meeting on 9 December 2015, the CCG provided information on the Quality of Life for People with Chronic Conditions. Members welcomed the information which related to a huge number of conditions and was encouraged to note that the care was multi-agency and outcome-based in order to address the needs of the person as a whole rather than simply dealing with the needs of a condition.

The report concentrated on the 60 plus age group, although officers reported that the age group below this was monitored from a prevention and self-care perspective. The Committee was concerned about the apparent lack of provision for those who were not frail or elderly, but who were disabled and living with long term conditions as their contact with care and health services seemed to be episodic.

Concerns were also raised regarding the level of GP support and how well they are or would be equipped in performing their role of co-ordinating, supporting and signposting. It was noted that there was variation in performance by GP practices.

Outcomes: The Committee asked for regular updates on the delivery of the CCG's vision and 5-year strategy and asked to be informed when substantive milestones are achieved. Following Committee concerns about what the CCG was doing to transform GP services and address the variations in performance at the meeting in December 2014, it resolved to examine the role of GPs in the health and care economy as a scrutiny item in 2015/16.

6.3 NHS England

NHS England had been invited to present an update on Immunisation at the Health Sub-Committee meeting in **December 2014** following an item in 2013/14 which indicated there were areas of concern. To the dismay of the Committee, NHS England officers did not attend the meeting although Dr Mike Robinson, Croydon's Director of Public Health was in attendance to respond to questions and provide feedback to NHS England colleagues.



It was reported that immunisation figures were improving although the overall picture in Croydon continued to be below the national average. This was attributed to under reporting and estimation. GPs that lagged behind were incentivised to submit figures in a timely way by changes to the payment structure, peer pressure and engagement through GP networks.

Outcomes: The Committee was very concerned about the trajectory of Immunisation figures and remained unconvinced that NHS England had this problem under control.

On **10 March 2015**, NHS England reported that immunisation rates had increased locally; however the overall London rate was historically and continued to be below the national average. This was in part attributed to a less homogeneous pan-London community. Croydon had updated its software to increase accuracy and rates of data collection, however this remains a concern. Comparisons across GP practices resulted in the known inconsistencies of performance. A buddying system between the better performing practices and those needing support had been established. This coupled with a lateral approach, should result in a sustained increase. Successes included Saturday opening, outreach work and community involvement. The CCG accepted that although they have a role to play, a community wide approach was the preferred option.

Outcomes: The Director of Public Health agreed to take immunisation forward as part of the work of the Health Promotion Forum. In addition Members agreed to ask that Immunisation be added to the 2015/16 Children and Young People's Scrutiny Sub Committee work programme.

The Health Sub-Committee recommended to NHS England that it continues to work towards increasing the rates of immunisation, that community involvement continues to be increased and that the buddying system where high performing practices mentor poor performing practices be supported.

6.4 Public Health

The Health Sub-Committee considered the Annual Public Health Report 2014 and health inequalities at its meeting on **21 October 2014**. Members were particularly concerned about differences around health inequalities in relation to life expectancy between the north and south of the borough. Members asked the Director to return to the Committee so that it could be consulted on the themes of the 2015 report before it is finalised.



At the Health Sub-Committee meeting on **27 January 2015**, the Director of Public Health presented Members with information on trends in public health and asked the Committee to contribute to the Public Health Annual report. As a result of questioning, the Director undertook to check that road accidents formed part of public health indicators and to investigate whether restricting the number of fast food outlets near schools could be controlled through existing planning regulations.

Outcomes: Members of the Committee were invited to contribute further comments on the Annual Public Health report outside the meeting as part of the consultation process.

6.5 South London and Maudsley NHS Foundation Trust (SLaM)

At the Health Sub-Committee meeting on **27 January 2015**, Members heard that Croydon has distinct demographic pressures that affect mental health services. On a positive note it was reported that there is growing recognition of the importance of mental health and that there is a high degree of agreement of how these should be delivered. The NHS has a 5-year plan which includes access to evidenced-based interventions, prevention, the promotion of mental health skills within primary care and delivery of the transformation agenda towards partnership working.

Locally two specific challenges were highlighted as being of concern - the quality of the estate and the recruitment of staff. In addition there were issues relating to resources and funding, waiting times, child to adult services transition, home treatment and the impact of substance abuse. Members also heard that although there is now a GP mental health lead within the CCG, GPs mental health services were variable in quality.

This meeting followed a visit to the Triage Ward at SLaM in November 2014.

Outcomes: The Committee undertook to monitor the progress of SLaM in bringing together mental health services, to addressing the challenges identified during the course of the meeting and to specifically monitor services for older adults.

6.6 Better Care Fund

The Health Sub-Committee considered the Better Care Fund (BCF) at its meeting in **December 2014**. The Fund is intended to enhance partnership working, to enable better care closer to home and enable people to stay in their homes for longer thereby reducing acute care costs.

The Committee explored how the BCF Plans would be implemented and identified a number of skills gaps including among the professionals required to complete initial adult assessments and provide adequate signposting. It was clear that recruitment and retention of key staff remained an issue and would be a major constraint to the successful delivery of the BCF. The role of primary care and GPs in particular was seen to be key to the success of the plan, but Members were sceptical about how well GP practices were meeting this challenge.

Outcomes: The Committee requested progress reports on the implementation of the BCF Plan and resolved to add this as a regular item on the Sub-Committee agenda going forward.

6.7 Transport for London

The Director of Borough Planning, Transport for London (TfL) attended the Streets Sub-Committee meeting in **January 2015** and in response to wide-ranging questions from Members provided information about disruption at

London Bridge which was having a knock-on effect on the reliability of TfL services, particularly in relation to the management of stations at Canada Water, Cannon Street and Victoria. With regard to rail services he stated that TfL was looking to increase capacity in the North Croydon area, that it had ambitions for a metro-style 'turn up and go' service and would be working with Network Rail to improve services. He commented on a possible extension of the Bakerloo underground line and issues relating to compensation for late-running trains.

Members asked challenging questions about plans for TfL roads in the borough and pressed the Director about plans for a bus route from Woodside, South Norwood and the Whitehorse Lane end of Thornton Heath to Croydon University Hospital and the impact of repairs to Spring Lane Bridge and Tennyson Road Bridge.

With regards to trams, the Director informed the Committee that TfL recognised current capacity constraints and that the planned Dingwall Road loop would build resilience on the network. Some members were concerned about the low quality of the original tram infrastructure, particularly the industrial style 'H' gantries.

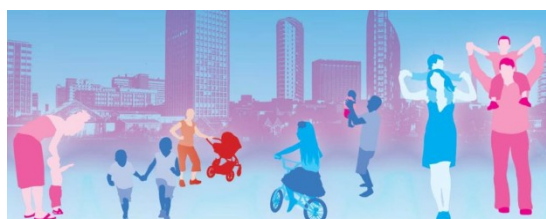


Outcomes: The Committee made a number of recommendations to Cabinet, Transport for London and Network Rail about the delivery of rail, tram and bus services. In addition it made recommendations about major roads and streets. Members called for a report on the lessons learned from the phasing of bridge replacement works at Spring Lane and Tennyson Road in advance of future bridge replacement or strengthening works (such as at Spurgeon Road) in order to minimise disruption to Croydon residents.

7 Engaging with partners

7.1 Croydon Safeguarding Children Board

Members of the Children's Sub-Committee considered items on Children's Safeguarding twice during the year in recognition of its importance.



At its meeting on 14 October 2014, Members focused on children's safeguarding and tackling child sexual exploitation and took evidence from council managers and representatives of the Croydon Safeguarding Children Board (CSCB), the NSPCC, the Safer London Foundation and police representatives.

Members questioned stakeholders on the membership of the Croydon Safeguarding Children Board, safeguarding practice and monitoring in various contexts including small sports clubs, Saturday schools and social housing. The Chair reminded Members of local agencies' responsibility not to shy away from tackling reports of child sexual exploitation, as had apparently occurred in Rotherham.

The Chair of the Croydon CSCB gave assurances that it took this offence very seriously, and had set up a Child Sexual Exploitation (CSE) sub-group to address issues in the borough. Members heard that an audit of the needs of Croydon's most vulnerable children and young people had been carried out in summer 2014. The audit highlighted the risk factors relating to young people particularly vulnerable to sexual exploitation.

The following groups were felt to be at highest risk:

- Unaccompanied asylum seeking young people leaving care and thus no longer under the supervision of social services
- Looked after children from other authorities who may not be monitored closely in view of their distance from the referring borough or council

During the meeting, key improvements needed were identified as being:

- Developing the right culture among local agencies which was a challenge for the Croydon Children's Safeguarding Board
- Ensuring that front line staff and managers are accountable to the Board for their services and actions
- Focus on good practice, including outreach work carried out by the voluntary sector and community leaders, such as Members.

The Committee made a number of far-reaching recommendations to the Cabinet and, in addition, asked the Croydon Safeguarding Children Board that it consider:

1. Providing more explicit regular reporting to Members on child sexual exploitation, for example, through additional reports to Cabinet or Scrutiny for discussion rather than for noting, and through fuller reporting of this issue in the annual report of the Local Safeguarding Children Board
2. Providing assurance to scrutiny Members that procedures are in place which enable effective communication channels between meetings so that urgent action can be taken where necessary
3. Conducting an annual survey of non-statutory organisations about any concerns or trends that need to be voiced, to represent the voice of the child

Outcomes:

The recommendations to Cabinet were considered at its meeting on **16 March 2015** and a response report will be brought back to the Cabinet meeting in June 2015. The Children's Sub-Committee will consider items on children's safeguarding again in the 2015/16 municipal year.

The Croydon Safeguarding Children Board was asked to provide replies to relevant recommendations in writing to the sub-committee.

7.2 Adult Safeguarding Board

The Health Sub-Committee received the Annual Report of the Adult Safeguarding Board from Chair, Mrs Jane Lawson. The annual report detailed a number of successes and highlighted areas of learning which would enhance future delivery of adult safeguarding responsibilities.



It was noted that when the Care Act comes into force in April 2015, it will be a statutory requirement for all local authorities to establish an adult safeguarding board. Croydon has had this structure in place for several years and will use the legislation to consolidate this work rather than on

devising the architecture. Members were concerned about funding for the Board as, to date, the Council has funded it and in the new statutory setting it would be looking to see what funding would be made available by Partners.

The Committee was keen to see examples of positive outcomes. Evidence of success was said to be demonstrated by the outcome of the audit of files commissioned by the Board. The Committee questioned the small sample size and was reassured that this was acceptable although it comments that more multi agency files could have been audited had the resources been available. The Committee was concerned about how adults felt about speaking about the outcome of an intervention and whether a survey of their views was the right approach. It was reported that in addition to the independently delivered survey there was a programme of discussions with adults throughout the relationship.

Members referenced learning outcomes from Rotherham and suggested that Board members could seek to develop a two-way relationship with the Children's Safeguarding Board to share best practice.

Members also made the case for earlier involvement in the production of the Annual Report as the finished report could not be supported, influenced or amended in any way. Officers were not keen to support this approach.

Outcomes: Members raised concerns that there appeared to be no budget in place to support the work of the adult safeguarding board. The absence of a budget for the Board, for instance, did not seem to concern the report authors. Members noted that the report had been agreed by the Partners who make up the Board and that it was not clear what their response to the contents of the report was.

7.3 Croydon Healthwatch

At its meeting on 8 July 2014, The Health Sub-Committee resolved to co-opt Kate Denham, Healthwatch Croydon as a non-voting member of the Committee. At the meeting, Members heard that Healthwatch had conducted a number of 'enter and views' and had published reports on the outcomes.

It was reported that the priorities for Healthwatch from April 2014 were:

- Croydon University Hospital and specifically elderly people and the patient experience
- Mental Health by working with Hear Us
- Croydon care homes



At the Committee meetings in **October 2014** and **January 2015**, Healthwatch reported that it had conducted successful 'enter and views' at a number of nursing homes. Members heard however that several attempts to inspect an elderly ward at Croydon University Hospital had failed, that this had been reported to the Chief Executive and that a further attempt would be made.

Members heard that the council was delivering training for enter and view inspectors in a number of areas and this was welcomed by Members. This would include: protection of adults and risk of harm, dementia awareness, common mental health issues, mental health capacity act, effective communications and record keeping and report writing.

At the **January 2015** meeting, it was reported that a number of community engagement events were taking place including an open focus group on discharge and a roadshow in the Whitgift Centre for a week in January. Members also heard that Healthwatch is hoping to re-invigorate and empower its Advisory Group and that it would publish the Healthwatch Croydon Directory of Services for Croydon in the spring. Research is also underway into inpatient mental health admissions and that a major piece of research on discharge was being considered.

Outcomes: The relationship between Healthwatch and the Health Sub-Committee has strengthened and is highly valued especially as the Co-opted committee member has a regular slot at each Committee meeting where they can report back on any 'enter and views'. This information will act as background information for the pending visit to the accident and emergency and elderly care departments based on the Croydon University Hospital site ahead of consideration of the Quality Accounts in May 2015.

7.4 South West London Waste Partnership

Members of the Streets Sub-Committee heard about the history, structure and governance of the South West London Waste Partnership at its meeting in **November 2014**.



Members sought information about incinerator technology, truck journeys and the potential impact on the council and residents if Croydon was to withdraw from the Partnership. Members also heard about the importance of Household Waste Recycling sites, that Croydon was the only London Borough to have three such sites, that they accepted over 40 different types of materials and that recycling and reuse figures were on the increase.

Members of the Committee were aware of the current appeal against a ruling by a high court judge to uphold Sutton Council's decision to approve plans for an incinerator on Beddington Farmlands and did not stray into discussion on this.

Outcomes: The Cabinet Member for Green and Clean undertook to issue a statement on behalf of the Council as soon as a decision on the appeal has been made.

7.5 Stronger Communities Partnership Board

The SSOC considered an item on the Stronger Communities Partnership Board (SCPB) at its meeting in February 2015. It was confirmed that the Board had met once, formed part of a re-vamped and stronger Local Strategic Partnership (LSP) and would aim to develop neighbourliness and a fairer and socially just place to live.



The Cabinet Member for Safety and Justice also stated that the council had an important role as an 'enabler' and this was endorsed by the voluntary sector representatives and council officers present. Members heard that a considerable amount of good work was being done in relation to commissioning services and grant aid but that there were a number of significant challenges which needed to be tackled. These included major issues such as domestic and sexual violence, social isolation in all its forms, interfaith links, the role of women and the need to get people involved.

Members noted that the formation of the Stronger Communities Partnership Board was a positive addition to Croydon's Local Strategic Partnership framework and that the council's funding arrangements for smaller voluntary groups was making a significant difference.

Outcomes: The Committee asked that the council ensures that all means of networking among voluntary organisations and the avoidance of duplication by them be supported and that it, together with voluntary sector organisations, continue to work together to find permanent or temporary space for emerging and small organisations. The Committee agreed to lend its support for consortium-working by the Croydon Voluntary Action, other voluntary organisations and the council to bid for funding from all sources including the European Social Fund and noted that voluntary organisations, especially those providing preventative care services, struggle to evidence the value of these services within a formal commissioning framework.

The Committee was encouraged that the integration agenda and the management of change within community structures would be a key focus of the work of the Stronger Communities Partnership Board and agreed to add a report on the progress of the Stronger Communities Partnership Board to the 2016/17 scrutiny work programme.

7.6 Safer Croydon Partnership

Section 19 of the Police and Justice Act 2006 requires councils to establish a committee whose function is to scrutinise the decisions made or actions taken in the discharge of crime and disorder reduction by responsible authorities identified in the Crime and Disorder Act 1998. At Croydon, this duty falls to the Scrutiny and Strategic Overview Committee (the SSOC).



The Committee timetabled an item on the Partnership for 3rd March 2015 and invited members of the Board to attend the meeting. Members were disappointed that although officers from the council, members of the voluntary sector and the police Borough Commander attended the meeting other responsible authorities including the courts and the fire, probation and health services failed to attend.

Members expressed concern that this may indicate that the Partnership is flawed although the Committee felt it could not draw conclusions about this as Board members were not present to answer questions.

The police representatives at the meeting did however provide Members with some reassurance about the partnership working of the Board, particularly in relation to its approach to child safety in the borough. It

noted that this approach had seen a radical shift towards a need to disprove that there is a problem relating to CSE⁸ and noted that the council's Chief Executive's membership of the Rotherham Improvement Board Croydon was helpful in this regard.

The Committee heard that data collection, data sharing and the process of understanding the issues behind data was a significant challenge to the Partnership and pressure on resources added to this.

Members sought information about the impact of fear of crime, crime reporting and trust and confidence in the police and the criminal justice system.

Outcomes: The Committee noted the absence of key members of the Safer Croydon Partnership Board at the meeting and resolved to seek their attendance at the meeting in 2015/16.

In response to concerns about the impact of fear of crime, the Committee determined to consider adding items on confidence in the criminal justice system and police accountability to its 2015/16 work programme. Members also noted that the Cabinet Member for Safety and Justice was aware of issues relating to the collection, management and interrogation of data in relation to crime and safety and that this needed more work.

7.7 Health and Wellbeing Board (HWB)

Croydon's Health and Wellbeing Board has been fully functioning since April 2013. This was therefore the second annual review that the Health Sub-Committee has considered. At its meeting in **March 2015**, the Committee discussed the statutory roles and functions of the Board and how its work programme would achieve this.

The core functions of the Board are to:

- Advance and improve the health and wellbeing of the people of Croydon by promoting integration and partnership working with stakeholders, professionals and third sector groups
- Provide advice, assistance and support with the purpose of making arrangements under Section 75 of the National Health Services Act 2006

⁸ Child Sexual Exploitation

Members heard that Croydon has a long history of partnerships pre-dating the HWB for example the Healthy Croydon Partnership. It was reported that in the past year the HWB has produced a report on bed sores, the Mental Health Strategy is being implemented, the Better Care Fund has been approved and Integration of services was being promoted through the establishment of the Integrated Care Unit. Members also heard that there were results from focusing on joint commissioning of services for older adults to promote independence and better health.

The Director of Public Health informed the Committee that the HWB played the key role in facilitating collaboration and also provided broader insights gained from the participation of non-professional parties such as the voluntary sector.

One weakness identified by the Committee was that the HWB was focused on health, rather than wellbeing. Members felt that the HWB could be used to better effect across the health infrastructure in Croydon.

Councillor Mead and the previous administration were credited for providing the foundations and progress for the Heart Town initiative.

Outcomes: The Committee concluded that the HWB was meeting its strategic purpose but identified a number of areas for improvement including that it should increase the level of contributions from non-professionals and voluntary sector organisations. The Committee recommended that more focus be placed on wellbeing and that all facilities of the Council be utilised when doing so.

The Committee was keen that the HWB look at where integration can be further improved and asked that it be kept updated with progress relating to s75 reports.

8 Engaging with the local community

One of the most prominent and active roles of scrutiny in Croydon is how we engage with local communities. Scrutiny does not just voice the concerns of the residents but also engages with members of the public enabling them to voice their own concerns.

We have welcomed members of the public, stakeholders and partners getting involved through making suggestions for scrutiny topics, attending meetings, submitting written evidence and appearing as contributors. Improved and increased public involvement in the scrutiny process is an important measure of its growing success in Croydon. This has been helped by holding some meetings outside the Town Hall and its committee rooms.

8.1 Meetings in the community

The Health, Social Care and Housing Scrutiny Sub-Committee held five meetings in the community this year and attracted small groups of interested residents wherever it went.

Meetings in 2014/15 were held at:

- St Joseph's RC College
- Croydon University Hospital
- Purley United Reform Church
- Bethlem Royal Hospital
- John Ruskin College



Outcomes:

Lessons have been learned this year about which venues work best and the need for better pre-publicity for these meetings. Members are keen for more members of the public to attend meetings. The Health Committee plans to continue to hold meetings in the community in 2015/16 and is seeking additional corporate support to promote the meetings to the wider public and press.

8.2 Contributors from the community

Contributions from members of the public, interested groups and stakeholders as well as ward councillors and council officers were actively sought and encouraged this year. Numerous members of the public have attended scrutiny meetings, asked questions and made statements on a variety of issues.

Outcomes: The new style scrutiny committees are continuing to develop an approach of giving time to public speakers at meetings and, as a result, Members have been gaining valuable insights into the subjects under scrutiny.

- Members of the Purley Pool group attended the **December 2014** meeting of Scrutiny and Strategic Overview Committee to protest against the proposed closure of the pool as a result of budget pressures.



Having heard the reasons for their concerns, the Committee made recommendations to Cabinet. These were however superseded by events as the council decided not to close the pool and to seek a way forward in consultation with concerned residents and pool users.

- A number of landlord representatives attended the meeting of the Health Sub-Committee when it considered pre-decision items on the council's Homelessness and Tenancy strategies.
- When the Scrutiny and Strategic Overview Committee considered an item on the Cultural Landscape of Croydon in **November**, Members heard from a number of members of the public including representatives from Croydon Summer Festival 2015, RISE-gallery, Apsara Arts, Surrey Opera, the Youth Council and Croydon Youth Arts Council.
- The cycling community was well represented at the Streets and Environment Scrutiny Sub-Committee meeting on **16 September** for an item on 20mph limits and again on **2 December** when a pre-decision scrutiny item on a Cycling Strategy for Croydon was considered. The Committee aims to develop this relationship further through the Croydon Cycling Forum in 2015/16.
- Members of the voluntary sector attended the SSOC meeting in **February 2015** where the Stronger Communities Partnership Board was considered and included: Croydon Voluntary Action (CVA), BME Forum, Croydon Mencap, Pride of Nations Croydon, First Generation

"We were included in the meeting and felt that our opinions were valued."

LS, aged 14

Youth International, Croydon's African Caribbean Family Organisation (CACFO), Future of Croydon and Croydon's Voluntary Sector Alliance (CVSA).

- The mini-review conducted by Councillor Jamie Audsley drew contributions from a wide range of stakeholders - including young pupils and members of Croydon's Youth Council, teachers providing careers advice, as well as businesses and representatives of the voluntary sector.



The findings and recommendations were presented at the Sub-Committee meeting on 17 March 2015. The meeting was attended by representatives from the FirstStep Croydon campaign group, a large number of young people (the "Young Leaders" group), education and business representatives.

8.3 Co-optees

- Scrutiny and Strategic Overview Committee decided not to co-opt a crime and disorder co-optee in 2014/15 – instead agreeing to explore the potential of seeking applications from individuals who could attend meetings as a Co-optee in order to contribute a wider community perspective. Members also agreed to investigate the potential of bringing together a panel of people with specific interests and areas of expertise to contribute to scrutiny meetings. These opportunities will be explored further in 2015/16.
- Health, Social Care and Housing Scrutiny Sub-Committee continues to receive a nomination from Healthwatch Croydon for a co-opted, non-voting member and values its contribution particularly in relation to 'enter and view'.
- The Children and Young People Scrutiny Sub-Committee Co-opts two parent governors, two Diocesan representatives and a non-voting teacher representative to bring expertise to its deliberations on the matters it reviews.

8.4 Web-casting

Through web-casting the council wants to help make democratic processes in Croydon accessible to everyone.

The decision to web-cast some scrutiny meetings and events helps deliver unprecedented access to the scrutiny process.



The Leader, Councillor Tony Newman answering questions from the Scrutiny and Strategic Overview Committee on the performance of the Council

Outcomes:

Four (out of 7) Scrutiny and Strategic Overview Committee meetings were web-cast in 2014/15 and the intention is that all scrutiny and overview meetings will be webcast in future.

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

Councillor Sean Fitzsimons,
Chair of Scrutiny

9 Scrutiny and Strategic Overview Committee

Committee members (l-r):

Councillor Sean Fitzsimons (Chair)
Councillors Sara Bashford (Deputy Chair), Emily Benn,
Carole Bonner (Vice Chair), Jason Cummings and Andrew Pelling



Reserve members:

Councillors Jamie Audsley, Mario Creatura, Bernadette Khan,
Stephen Mann, Joy Prince and Donald Speakman

The Scrutiny and Strategic Overview Committee has responsibility to oversee the performance of all overview and scrutiny functions, including development of any protocols and procedures governing the operation of the Committee and its Sub-Committees. The Committee's terms of reference also require it to carry out reviews related to the Council's wider power to promote the economic, environmental and social well-being of the borough and to scrutinise partner bodies and crime and disorder matters in line with the Council's statutory duties and powers.

Key achievements 2014/15

In 2014/15, the Committee chose to fulfil these functions by forming a third Sub-Committee (the Streets and Environment Scrutiny Sub-Committee), to increase the number of scrutiny meetings to deal with emerging matters and to initiate a number of new processes.

Specifically with regard to its own work programme, the Committee:

- Held question time sessions with five Cabinet Members including the Leader of the Council
- Undertook pre-decision scrutiny on the Budget Process and the proposed council Budget for 2015/16 and made recommendations to Cabinet resulting from this process
- Following its meeting on 17 December 2014 where members of the public voiced their concerns about a decision to close Purley swimming pool, the council decided to keep the pool open in order to allow further discussions with Purley residents and users of the pool and to allow more consideration be given to the range of issues raised by them
- Consulted widely on the cultural landscape of Croydon and made recommendations to Cabinet which resulted in its recommendations being accepted
- Undertook pre-decision scrutiny for Facilities Management Procurement and received an undertaking by the Cabinet Member for Finance and Treasury to reconsider the size of the contract 'bundles' and the support offered to local businesses through the bidding process
- Reviewed a number of partner organisations during the year including the Safer Croydon Partnership and the Stronger Communities Partnership Board
- Monitored progress on the delivery of the Transparency agenda
- Made recommendations in relation to issues of concern to residents including domestic violence
- Followed-up scrutiny recommendations from the last municipal year on the Croydon Adult Learning and Training service and was consulted on its Self-Assessment report
- Web-cast four of its Committee meetings

10 Health, Social Services and Housing Scrutiny Sub-Committee

Committee members (l-r):

Councillor Carole Bonner (Chair)
Councillors Sean Fitzsimons, Michael Neal,
Andrew Pelling, Joy Prince and Sue Winborn (Vice Chairman)



Non-voting Co-opted member:
Kate Denham, Healthwatch Croydon

Reserve members:
Councillors Karen Jewitt, Stephen Mann, Dudley Mead,
Margaret Mead and Gerry Ryan (to January 2015)

Health scrutiny committees have special powers and responsibilities conferred on them by the Health and Social Care Act 2001, the National Health Service Act 2006 and the Health and Social Care Act 2012. Their remit is to review and scrutinise health service matters and make reports and recommendations to NHS bodies. The legislation also gives these Committees the power to refer contested major service reconfigurations to the Independent Reconfiguration Panel.

The primary aim of the Health, Social Care and Housing Scrutiny Sub-Committee in Croydon is to help improve the health of local people by addressing health inequalities and by working with the NHS and other partner organisations. In addition, it also has responsibilities relating to social care and housing in Croydon.

The Health and Social Care agenda is a complex, massive and continually changing undertaking. The Committee has a statutory obligation to scrutinise delivery and commissioning, recognise best practice, respond to policy and strategies and react to emerging areas of concern. Central government has redefined the national health landscape which underpins the local health agenda, and the Committee should consider this when reviewing local services. A lack of independent experts can leave Members under-prepared and skills gaps are plugged by Members attending events hosted by London Councils, the Association of Democratic Services and other relevant organisations.

The performance of GPs locally is high on the agenda. The knowledge of GPs underpins the success or failure of future collaborative commissioning plans for the CCG locally and across the South West London Sector. NHS England's "hands off" approach to managing GPs contracts has been identified as a threat to success, as new working practices will allow for GPs to be managed locally by CCGs.

Working with NHS England, the Committee has reviewed with concern a reduction in rates of childhood immunisation over the past two years. This year the Committee again identified problems in getting up-to-date information and, the varying rates of data collection. The Committee determined that there was a need for a buddying system to support GP practices unable to comply with data collection.

In addition to the on-going scrutiny of health issues, the Committee needs to react to emerging concerns. Earlier this year the Committee created space on an already full agenda to take an item on the internal major incident at Croydon University Hospital a matter of weeks after it had been reported in the local press.

This year the Committee has worked hard to continue the practice of establishing good working relationships with key stakeholders and this has provided Members with support during meetings on several occasions. The level of engagement and support by senior management teams with providers and commissioners has resulted in useful scrutiny and has allowed the Committee to support our partners.

The presence of a HealthWatch representative on the Committee as a non-voting co-optee continues to raise the profile of the organisation. Two way working between the Committee and Healthwatch has evolved and Healthwatch now has a regular item on the agenda which allows it to report back on its work and future 'enter and views'.

The huge remit of the Health Sub-Committee is further burdened by an expectation for it to hold to account those responsible for the delivery of housing and social care services. The integration of social care has resulted in Members having to become experts in this area very quickly and a lack of Committee time and resources has resulted in a degree of firefighting and sampling of issues which is worrying.

In addition, the Health, Social Care and Housing Scrutiny Sub-Committee nominates two committee Members to the South West London Standing Joint Health Overview and Scrutiny Committee (JHOSC) and one member in the role of observer. The South West London JHOSC remains an initiative that is on the 'back burner'. Once its programme of implementation has commenced the affects will be felt across the sector. All Members have a role to play in providing constituents with information and guidance.

Key achievements in 2014/15:

- Five meetings held in the community with numbers of the public, partners and stakeholders in attendance
- Regular attendance at meetings by the Cabinet Member for People and Communities, Councillor Louisa Woodley and the Chair of the Health and Wellbeing Board, Councillor Maggie Mansell
- Visit to the Croydon Triage Ward at Bethlem Royal Hospital to inform a later item on mental health services provided at the hospital
- Continued scrutiny of immunisation trends in Croydon with a stated intention by the Sub-Committee to maintain its pressure on NHS England to ensure children in Croydon are immunised by summoning the organisation to a future meeting
- Identification of skills gaps needed to deliver Better Care Fund plans and a resolution to keep this on the agenda of the Sub-Committee in order to scrutinise progress in delivering assessments and providing signposting to service users
- Raised concerns about the lack of budget allocated to the Adult Safeguarding Board, made suggestions about joint working with the Children's Safeguarding Board to share best practice and expressed disappointment that its offer to be involved in the Board's annual report earlier in the process had been rejected

- Extensive scrutiny of mental health provision in Croydon through a meeting held at the Royal Bethlem Hospital with seven senior SLaM staff in attendance. Key issues identified included older adults' services and the extremely long waiting times for assessments.
- Review of the Health and Wellbeing Board, resulted in the Committee making the following recommendations:
 - Support and encourage the voluntary sector to contribute more to the agenda of the Board
 - Enhance the wellbeing agenda and use the council's resources more effectively
 - Strengthen integration
 - Support the introduction of the Cabinet Member reporting at committee how their portfolio would drive the health and wellbeing agenda
 - Progress Section 75
 - Liaise with housing repairs in regard to low level adaptations
 - Promote the introduction of a national drive to limit fast food outlets near schools
- Consideration of an item on housing repairs contracts completed its first year. The committee agreed to monitor the level of complaints. To follow up on the department to ensure it considers its social responsibilities and that energy efficiency continues to form part of the main agenda.
- Scrutiny of the themes for the 2015 Public Health Annual report - in particular, a request that the impact of road accidents be included as key public health indicators when formulating the report.
- Pre-decision scrutiny of the Homelessness Strategy, a combination of the Cabinet Members question time for Homes and Regeneration made for a comprehensive discussion of the elements that would be considered when reviewing the homelessness strategy. Members received this document and commented on the conceptual content. Officers to ensure Members are involved in each stage of the strategies development and would invite Members to future consultation events. The item would report back to committee prior to reporting to Cabinet in the autumn of 2015.

- Pre-decision scrutiny of the tenancy strategy. This item appeared on the same agenda as the homelessness strategy and was considered at the same time. Members would also have sight of the final document prior to submission to the Cabinet in the Autumn of 2015.
- Lessons learned through the failed Better Services, Better Value programme have enhanced partnership working and demonstrated good engagement with all stakeholders
- Co-option of a representative from Croydon Healthwatch on the Sub-Committee continues to provide it with valuable information and insight including on matters relating to 'enter and view', mental health, care homes and the performance of the Croydon University Hospital

DRAFT

11 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 Stephen Mann



Teacher Representative: Dave Harvey

Co-optees:
Parent Governor Representatives:
James Collins
Vinoos John

Diocesan Representative: Elaine Jones

Reserve members:
Councillors Emily Benn, Sue Bennett, Pat Clouder, Andrew Pelling,
Joy Prince, Andy Stranack and James Thompson

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 two statutory Church of England and Roman Catholic diocese members, two parent governor representatives and one teacher representative and values the insight these co-opted members bring to the Committee.

Key achievements 2014/15

- Immediate response to the publication of the Rotherham report on child sexual exploitation with a special meeting of the Committee being held to consider child safeguarding issues. The Committee was

concerned about the absence of children's voices in monitoring the effectiveness of safeguarding

- Cabinet Member question time: Councillor Alisa Flemming was scrutinised on the provision of youth services in the borough. She was also questioned on the effectiveness of measures to tackle child sexual exploitation and the provision of children's and young people's mental health services in the borough.
- Child safeguarding training put in place for all Members of the Council as a direct result of a recommendation by the Committee
- An undertaking by the Committee to consider child safeguarding regularly at future meetings and to consider carrying out site visits to scrutinise the quality of child safeguarding
- Scrutiny of school places and admissions and the pressure on schools as the population continues to rise dramatically and the positive response being taken in relation to bulge classes and school building projects
- A recommendation that planning applications for new schools should include a School Sports Plan to secure adequate provision for sports and physical activity
- A request to the council that it encourage early partnership work with local sports organisations to explore opportunities for sport in new schools
- As Academies are accountable to the Department for Education and not to the Council, Members issued an invitation to the heads of local academies to a meeting on **25 November** 2014 to provide local scrutiny of their standards. Head teachers who attended the meeting were questioned on areas such as school standards, safeguarding and communication with parents.
- Mini review undertaken by Councillor Jamie Audsley to explore avenues for improving work experience placements for young people and for preparing school and college leavers to secure employment and a prosperous future.

12 Streets and Environment Scrutiny Sub-Committee

Committee members (l-r):

Councillor Sean Fitzsimons (Chair)

Councillors Sara Bashford (Vice Chairman), Karen Jewitt, Stephen Mann, Paul Scott, Donald Speakman and James Thompson



Reserve members:

Councillors Jeet Bains, Wayne Lawlor, Michael Neal, Andrew Pelling, Badsha Quadir and Pat Ryan

The Streets and Environment Scrutiny Sub-Committee was established by the Scrutiny and Strategic Overview Committee and Members were appointed to it by full Council in July 2014.

The Committee has a remit to scrutinise the environment, highways, planning policy, conservation and climate change services. The Scrutiny and Strategic Overview Committee also devolved its duty to scrutinise Flood Risk Management to the Committee. As a result it has the power to report findings on Flood Risk Management direct to the Cabinet and/or other partners.

Key achievements 2014/15

The Streets and Environment Scrutiny Sub-Committee has enjoyed a very busy inaugural year, holding six meetings and spearheading a number of scrutiny initiatives in 2014/15.

Its key achievements include:

- Production of three scrutiny topic reports on 20mph limits, street lighting PFI contract and Cycling in Croydon
- Regular appearances at Committee meetings by Cabinet Members, their deputies and Shadow Members
- Recommendations to Cabinet on policy developments relating to Cycling in Croydon and 20mph limits
- Member visits, including to Portsmouth and Hackney, to inform scrutiny of items on 20mph, Cycling and Street Lighting
- Scrutiny of waste services including the challenges and achievements relating to fly-tipping, one of the administrations key manifesto commitments
- Scrutiny of contracts relating to waste and recycling collection, street cleaning and street lighting
- Recommendations about transport infrastructure made to the Cabinet, Transport for London and Network Rail
- Recommendations to the council about the delivery of public realm projects and an undertaking to consider a review of the Public Realm Design Guide in 2015/16
- Scrutiny of improved services to residents offered by the launch of My Croydon App

13 Joint Health Overview and Scrutiny Committee (JHOSC)

JHOSC representatives (l-r):

Councillors Carole Bonner and Sue Winborn



Observer: Councillor Sean Fitzsimons

The National Health Service Act 2006 and the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 empower local authorities to establish joint health overview and scrutiny committees to “review and scrutinise any matter relating to the planning, provision and operation of the health service in its area”.

The legislation also states that “two or more local authorities may appoint a joint committee (“a joint overview and scrutiny committee”) of those authorities and arrange for relevant functions in relation to any (or all) of those authorities to be exercisable by the joint committee subject to such terms and conditions as the authorities may consider appropriate”.

At the first meeting of the JHOSC on 17 July 2014 it was confirmed that Croydon would have two substantive voting places on the Committee and one non-voting observer member.

The SW London JHOSC disbanded the previously convened *Better Services Better Value* JHOSC to form a new standing JHOSC that would, by way of Sub-Committees, determine how best to review and address issues affecting the health and wellbeing of residents across SW London (the London Boroughs of Croydon, Kingston, Merton, Richmond, Sutton and Wandsworth). 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 2014 NHS Commissioners in South West London announced that they were considering a substantial change in mental health inpatient services in Kingston, Merton, Richmond, Sutton and Wandsworth and that it was therefore consulting on the South West London Mental Health Trust estates strategy.

The first of the SW London JHOSC Sub-Committees has therefore started the review of provision of mental health services delivered by South West London Mental Health. Although most Croydon residents have their mental health needs cared for by South London and Maudsley (SLaM), a small number access SW London's mental health services. For this reason Croydon has one observer on the Sub-Committee and this role is fulfilled by Councillor Carole Bonner.

Key Achievements 2014/15

The appointment as an observer on the JHOSC Sub-Committee has proved to be beneficial from the outset. Croydon's independent view has made improvements to the consultation process by suggesting that the outline business case process be extended beyond the end date of the public consultation period. This enables outcomes of the consultation to be considered and included in the business case.

The public consultation period commenced on 29 September 2014 and concluded on 21 December 2014. The Sub-Committee met on 18 November 2014 to review the outline business case and again on 17 December 2014 to discuss and comment on the CCG community services plans across the sector on a borough-by-borough basis. The meeting noted responses to the consultation by a selection of Healthwatch organisations and the local Wandsworth Police. Concerns around the relocation of the existing CAMHs Service from Wandsworth to Kingston were discussed, including the potential consequences that would materialise for those currently cared for within the facility and staffing arrangements. Members also questioned how the facility – currently rated 'excellent' by Ofsted – would maintain its high levels of best practice if the host borough was changed and alongside inevitable variations in service delivery.

When the Sub-Committee met on 19 March 2015, the main discussion points were in relation to the outcome of their scrutiny of the public consultation process and the variation in services at point of delivery. The Committee will formally respond to the SW London Sector in greater detail:

- In principle, in favour of the new ward configuration and facility
- The ward/bed ratio reduction to be confirmed in October following the Community spend assurance

The Committee has agreed to meet again in January 2016.

14 Member learning and development

14.1 Formal training

The Chairs of Scrutiny in 2014/15 have each attended full day chairing skills training by INLOGOV and the Local Government Information Unit.

Other formal training which scrutiny Members have attended includes:

- Budget scrutiny (London Scrutiny Network)
- Children's safeguarding (London Borough of Croydon)
- Crime and community safety (London Scrutiny Network and Centre for Public Scrutiny)
- Local Government Finance (London Borough of Croydon)
- Scrutiny of Contracts and Arms-length Arrangements (INLOGOV)
- Scrutiny Skills (London Scrutiny Network)
- The Care Act (London Scrutiny Network)
- Enter and View training – Healthwatch
- Homelessness and Rough Sleepers (London Borough of Croydon)

14.2 Information

Throughout the year, supplementary information has been sent to Members to help inform them about issues.

Examples include:

- e-newsletter for the Safer Croydon Partnership
- Stronger Communities Partnership newsletter
- MOPAC newsletter
- Centre for Public Scrutiny document – 10 questions to ask when scrutinising domestic violence

14.2 Visits

Scrutiny Members have visited a number of organisations, held informal information-gathering meetings and conducted 'walkabouts' before considering items at Committee meetings.

Examples include:

- Visit to CALAT – adult learning and training provision
- Visit to Hackney – cycling
- Visit to Portsmouth – 20mph
- Visit to Bethlem Royal Hospital – Croydon triage ward

- Walkabout in Ashburton and Addiscombe wards – street lighting
- Walkabout in Croydon town centre – cycling

14.4 Scrutiny handbook

A scrutiny handbook has been produced for all Members of scrutiny committees and an electronic version has been made available to all Members of the Council.

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15 Next steps

There is a crucial role for Scrutiny in ensuring transparency and in being the channel for the community to raise issues (not individual complaints) and have them investigated.

The Report of Inspection of Rotherham Metropolitan Borough Council shows that we are at a pivotal turning point for scrutiny. Scrutiny needs to move away from 'bureaucratic' scrutiny to higher quality evaluation, greater engagement and a more 'problem-solving' approach. Scrutiny must become better value, more effective and connect more fully with the public. Through scrutiny, back bench Members are well placed to influence decisions to improve outcomes for the residents of Croydon.

In the year to come the London Borough of Croydon 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.

Specifically over the next year, scrutiny aims to:

- 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
- 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
- Respond to new Department of Health guidance (2014) which stated that GP practices had a duty to provide councils with information on performance, waiting times and to provide non-identifiable patient data to prove they are offering 'effective and safe' care
- 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

- Work hard to encourage more members of the public, stakeholders and partners to attend scrutiny meetings in the next year – wherever they are held
- Encourage Members to get involved in scrutiny through the Mini Review process as a means of putting the spotlight on issues of concern or local interest
- Encourage further community engagement in the scrutiny process through web-casting
- Explore the potential of accepting questions through social media
- Encourage further involvement by back bench Members
- Develop further opportunities for Member learning and development in scrutiny including holding visits and informal meetings to gather information on best practice
- Re-refresh the constitutional requirements relating to the Call-In process

HOW THE PUBLIC CAN 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 following page for contact details

16 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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James Haywood

(December 2014)

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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

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Croydon CR0 1EA

APPENDIX 1

Scrutiny Work Programme 2014-15

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|---|---|---|--|--|--|--|---|
| SCRUTINY & STRATEGIC OVERVIEW COMMITTEE (SSOC) | 1 July 14 <ul style="list-style-type: none"> - Work Programme - Confirmation of Chair, Deputy Chair & Vice Chair - Establishment Streets & Environment Sub-Committee | 9 September 14 <ul style="list-style-type: none"> - Cabinet Member Finance & Treasury (Simon Hall) - 4-year Budget overview & resources - FM Procurement | 11 November 14 <ul style="list-style-type: none"> - Cabinet Member Culture, Leisure & Sport (Timothy Godfrey) - Culture in Croydon - CALAT update | 17 December 14 <ul style="list-style-type: none"> - Leader of the Council & the Chief Executive - Budget and performance | 10 February 15 <ul style="list-style-type: none"> - Cabinet Member Economic Development (Toni Letts) - Stronger Communities Partnership + Voluntary Sector Strategy | 3 March 15 <ul style="list-style-type: none"> - Cabinet Member Safety & Justice (Mark Watson) - Safer Croydon Partnership - Domestic Violence | 14 April 15 <ul style="list-style-type: none"> - Review of the Work and Scrutiny Annual Report - Programme - Transparency Agenda - Data and Fol |
| HEALTH, SOCIAL CARE AND HOUSING SUB-COMMITTEE (HSCH) | 8 July 14 <ul style="list-style-type: none"> - Work Programme - Confirmation of Chair and Vice Chair - Healthwatch Co-option - SW London JHOSC Update - CCG 5-Year Strategy - Healthwatch | 21 October 14 <ul style="list-style-type: none"> - Cabinet Member Homes and Regeneration (Alison Butler) - Homelessness Strategy/ Tenancy Strategy - PH Annual Report - Health Inequalities | 12 November 14 <ul style="list-style-type: none"> - Croydon Health Services NHS Trust - QIPP, LIA, End of Life Care | 9 December 14 <ul style="list-style-type: none"> - Better Care Fund - Adult Safeguarding - NHS England Immunisation (6mth update) - Quality of Life for people with chronic conditions | 27 January 15 <ul style="list-style-type: none"> - Cabinet Member People & Communities (Louisa Woodley) - Mental Health - PH Annual Report potential themes for 2015 - CHS response to internal major incident | 10 March 15 <ul style="list-style-type: none"> - Health & Wellbeing Board - Housing Repairs - NHS England Immunisation Update) Review the Work Programme | 12 May 15 <ul style="list-style-type: none"> - Quality Accounts |
| CHILDREN AND YOUNG PEOPLE SUB-COMMITTEE (CYP) | 22 July 14 <ul style="list-style-type: none"> - Confirmation of Chair and Vice Chair - Work Programme - School Places and Estates Strategy | | 14 October 14 <ul style="list-style-type: none"> - Partnership work on safeguarding (LSCB Children's Board) - Implications for Croydon of Rotherham child sexual exploitation report | 25 November 14 <ul style="list-style-type: none"> - Academies - evaluation/monitoring of effectiveness and standards of education provided | 3 February 15 <ul style="list-style-type: none"> - Cabinet Member Children, Families & Learning (Alisa Flemming) - School standards and inclusion (including attendances) - Budget | 17 March 15 <ul style="list-style-type: none"> - Review of the Work Programme - Children's Social care (council services) - Follow-up on scrutiny recommendations | |
| STREETS AND ENVIRONMENT SUB-COMMITTEE (S&E) | 23 July 14 <ul style="list-style-type: none"> - Work Programme - Confirmation of Chair and Vice Chair - My Croydon App - Street Lighting PFI | 16 September 14 <ul style="list-style-type: none"> - Cabinet Member Transport & Environment (Kathy Bee) - 20mph limits | 18 November 14 <ul style="list-style-type: none"> - Cabinet Member Clean & Green (Stuart Collins) - SWL waste Partnership - Veolia contract - Fly-tipping | 2 December 14 <ul style="list-style-type: none"> - Cycling in Croydon - Street Lighting PFI Update following Walkabout | 20 January 15 <ul style="list-style-type: none"> - Transport for London: Transport infrastructure in Croydon - Connected Croydon | 24 March 15 <ul style="list-style-type: none"> - Review of the Work Programme - Sustainability - Flooding (update item) | |

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