

**ELECTORAL REVIEW OF THE LONDON  
BOROUGH OF CROYDON**

**COUNCIL SIZE SUBMISSION BY THE  
CONSERVATIVE COUNCILLOR GROUP**

**30 June 2016**

| <b>Contents</b>  | <b>Page</b> |
|--|-------------|
| <b>Section 1: Introduction</b>   | <b>3</b>    |
| <b>Section 2: Background information on the Borough and its electors</b>       | <b>4</b>    |
| Current Council arrangements   | 4           |
| Officer Management Structures  | 4           |
| The Council's Operating Model  | 6           |
| Cross Borough Working  | 6           |
| Current Electoral Numbers  | 7           |
| <b>Section 3: How the Council works</b>  | <b>9</b>    |
| Current Governance Arrangements  | 9           |
| Executive Decision Making  | 9           |
| Regulatory and Advisory Committees   | 11          |
| Licensing Committee  | 13          |
| Planning Committee   | 14          |
| How the council enters into contracts  | 15          |
| The Council's Scrutiny arrangements  | 17          |
| Delegation to officers   | 18          |
| The representational role of councillors                                       | 18          |
| Casework   | 18          |
| Community & Neighbourhood Representation                                       | 19          |
| Appointments to outside bodies   | 19          |
| Other requirements of councillors  | 20          |
| <b>Section 4: Planning for the future</b>                                      | <b>21</b>   |
| Challenges   | 21          |
| The changing role of councillors   | 21          |
| The digitisation of society  | 21          |
| Devolution   | 22          |
| Diversity  | 23          |
| <b>Section 5: The proposal for council size</b>                                | <b>24</b>   |
| Trends amongst local authorities   | 24          |
| The proposal to reduce the size of parliament                                  | 24          |
| The workload of each councillor  | 25          |
| Assessing the workload for which councillors are remunerated                   | 26          |
| Comparing electorate across current wards                                      | 26          |
| Housing types and casework   | 27          |
| Arriving at an appropriate number  | 27          |
| <b>Section 6: Financial benefit of a reduction</b>                             | <b>28</b>   |
| Appendix 1: comparison of workloads in 1999 vs 2016 from a long serving member | 29          |
| Appendix 2: Committee Appointments 1998/99 vs 2016/17                          | 31          |

# **ELECTORAL REVIEW OF THE LONDON BOROUGH OF CROYDON: COUNCIL SIZE SUBMISSION BY THE CONSERVATIVE COUNCILLOR GROUP**

## **Section 1: Introduction**

The Local Government Boundary Commission for England (LGBCE) is undertaking a review of the London Borough of Croydon's electoral arrangements. The outcome of the review will be implemented for the May 2018 Council elections.

The review will cover the entire borough. The statutory criteria that the LGBCE will apply when making its proposals are:-

1. Electoral equality (a consistent number of electors per Councillor);
2. Community identity (strong ward boundaries that reflect communities); and
3. Effective and convenient local government (coherent wards with good internal transport links).

The review was initiated in February 2016 and the preliminary stage of the review will determine the future Council size. The provisional decision on Council size by the Boundary Commission will then inform the next stage of the review, which will consider size and numbers of wards, ward boundaries and the number of councillors to represent each ward.

The Commission will form its view about the right Council size for an authority by considering the three following areas:

- The governance arrangements of the Council and how it takes decisions across the broad range of its responsibilities;
- The Council's scrutiny functions relating to its own decision making and the Council's responsibilities to outside bodies;
- The representational role of Councillors in the local community and how they engage with people, conduct casework and represent the Council on local partner organisations.

This submission presents evidence in relation to each of those criteria and supports the proposal of the Conservative Group of councillors that the size of the council should reduce from 70 to 60 as part of this review. The Conservative Group is of the view that 60 elected Councillors in the London Borough is sufficient to ensure effective and convenient local government.

## **Section 2: Background information relating to the Borough and its electors**

### **Current Council arrangements**

The current Council size was determined by the previous review in 1999, before the introduction in the Local Government Act 2000 of Executive Arrangements, which streamlined local authorities' political management arrangements and significantly reduced the number of committees and related duties that Councillors are required to perform.

The Council is currently comprised of 70 Councillors across 24 wards. In line with most London borough Councils at present, there is a uniform pattern of three-member wards across the borough, with the exception of the two wards serving the community of New Addington, which is represented by 2 two-member wards. All Councillors are elected for a four year term.

### **Officer management structures**

Over many years the Council has streamlined its officer arrangements in response to financial pressures due to reductions in support from government and a re-alignment of services. Integral to this process, was a number of reviews of the Council's senior management and the extent to which a reduced management structure could effectively support the decision making processes and the delivery of services. In 1999 the council had a Chief Executive supported by 9 service Directors:

Director of Finance  
Director of Corporate Services  
Director of Education  
Director of Social Services  
Director of Public Services & works  
Director of Housing  
Director of Planning  
Director of Environmental Health & Trading Standards  
Director of Personnel & Equalities

(Source: the council official diary for 1998/9 supported by evidence from committee reports held in the borough archive)

In 2016 the council has one CEO supported by just two executive directors of services and two deputy chief executives responsible for finance/resources and customer services.

Officer delegations have been reviewed and amended to reflect the changes. In addition, Heads of Service have been mandated to play a wider role in the Council's corporate governance and the formulation of strategic policies to deliver the Council's priorities.

We have asked the council to provide data for the number of officers at

Director and Head of Service (Assistant Director) level. Unfortunately, although it has reliable workforce data since 2009, after it had fully implemented the Trent HR and payroll system, workforce data prior to that was produced on a more ad hoc basis. The earliest records it can locate showing the number of senior posts is December 2004. This shows:

- An employee headcount of 5730 (excluding schools)
- 34 employees at chief executive, director and assistant director level

This compares with 18 first and second tier posts today, as per the current organisational chart below:



These changes have partly been in response to the requirement to create a more efficient and cost-effective structure and partly to reflect the council's increasing role as a commissioner of services rather than a direct provider. These two drivers have also resulted in a council with far fewer employees, the table below shows the council's headcount over the last 17 years:

| Date     | Workforce (FTE) |
|----------|-----------------|
| Sep-99   | 6944            |
| Sep-02   | 4240            |
| May-07 * | 4645            |
| Sep-10   | 3540            |
| Mar-16   | 2515            |

\* FTE figure not available so headcount number provided.

Source: Croydon Council Resources Department

There is no evidence to suggest that the reduction by almost half in the number of senior officers managing the business of the council has impaired the effective delivery of services, largely due to increased efficiencies due to use of technology. It would seem reasonable to assume that the same would be true if the number of members were to reduce.

## The Council's operating model

The Council has a strong tradition of working with partners for the delivery of services.

Accordingly the Council has transferred many of its formerly directly-provided services to external bodies; residential care and home care for all clients groups is delivered by independent providers; ICT services are delivered by a contractor; library services are delivered by an outsourced provider; waste, street services and ground maintenance are delivered by contractors. The council doesn't even manage cleaning and security in its own buildings any more, these services having been outsourced since 2006.

In 2015 the council outsourced its schools improvement functions and is shortly to do the same with adult learning.

Since 2010, many of the Council's schools have opted to become academies (and therefore have a far greater level of autonomy from the Council than community schools).

The current make up of the borough's schools is:

Table 1

| Category          | No. Academies | No. Maintained schools |
|-------------------|---------------|------------------------|
| Secondary Schools | 18            | 5                      |
| Primary Schools   | 38            | 48                     |
| Special Schools   |               | 6                      |
| PRUs              |               | 4                      |
| TOTAL             | 56            | 63                     |

Source: Croydon Council School Improvement Team

Almost half the borough's schools are now academies and the vast majority do not have a council-appointed member on their governing body. This has resulted in far fewer Councillors acting as school governors and a different role for the Council in education matters.

In 1999, when the last boundary review took place, the council's Education Inspection Panel met virtually weekly in term time to review school performance at a micro level. This is no longer relevant and most members have very little engagement with education performance.

## Cross-borough working

Currently Croydon Council is well behind the curve in terms of cross-borough working. Whilst some boroughs have chosen to merge some or all of their back-office functions – and some have gone as far as to merge fully – Croydon has relatively modest cross-borough arrangements.

Croydon does form part of the South London Waste Partnership and the responsibility for representing Croydon on this body (which meets quarterly) lies with the relevant cabinet member or one substitute (deputy).

Similarly Croydon has a medium-term arrangement with Lewisham to run a PFI replacement of street lighting. Most of the borough has now been re-lit, so the workload here is likely to reduce. Again, only the relevant cabinet member or substitute are involved in the twice-yearly meetings of the overview body.

## **Current Electoral Numbers**

The projections by the GLA and the Office for National Statistics all agree that the population of Croydon is set to rise over the next ten years.

Population projections are as follows:

1998: 333,000  
2016: 386,000 (ONS)  
2022: 413,000 (ONS)

Source: Office for National Statistics

The number of electors is also set to rise:

2016: 263,806  
2022: 282,066

Source: Croydon Council projections, June 2016-06-29

On one level it might be possible to argue that an increase in population must inevitably lead to higher casework workloads for councillors. However, the impact of technology and the restrictions on the range of areas councillors are now able to assist with must mitigate this to a large extent.

In 1999 the prevalence of email was modest, as was that of smartphones. Casework received would then have largely been generated at councillor surgeries, by telephone (mainly landline) or letter. Nowadays a high proportion comes in by email, requiring a minimum of re-transcription before forwarding to the relevant officer. Responding is similarly straightforward. The council is committed to pursuing a digital strategy, which will achieve a number of process improvements:

- Residents will be able to easily report direct to the council without needing the interface of a councillor in as many cases
- More residents will be enabled to be online (see Agenda item 7, June 2016 Cabinet 'Digital Inclusion') – some 160k of Croydon residents now have an online reporting account with the council, up from nil in 1999.
- Increased streamlining within the council will enable members to report and monitor casework online, greatly improving efficiency

It is therefore reasonable to assume that the volume of casework generated by an expanding population will be compensated for by the increases in productivity we have seen through use of communication technology.

### **Section 3 How the Council Works**

This section considers the current Councillor arrangements in Croydon and each of the key areas identified by the Commission, evidencing how the proposal to reduce the number of Councillors to 60 will result in better management of the Council.

The evidence strongly suggests that the current governance arrangements are less onerous than the committee system that applied when the electoral arrangements for the borough were last reviewed in 1999, and that the proposed number of 60 councillors will allow the Council's current governance arrangements to be fully and effectively discharged. As noted above, demands on Councillors by their representational role are greatly reduced due to the different role of the Council and the widespread use of ICT and other channels of communication.

A review of the time commitments of Councillors in undertaking their formal duties suggests that roles could be effectively discharged within the 60 hours time commitment suggested by the London Councils' Independent Remuneration Panel when making their recommendations on the Level of Councillors' Basic Allowance in 2006.

#### **Governance arrangements of the Council**

The Council operates a strong Leader and Cabinet model of governance in accordance with the Local Government and Public Involvement in Health Act 2007. These arrangements were introduced in 2001 and despite the considerable streamlining inherent in this system compared to the former committee system and further reductions made since then, the number of Councillors has remained the same.

#### **Executive Decision Making**

In 2015/16, the Cabinet consists of ten Councillors, including the Leader of the Council. The number of councillors making up the cabinet has remained the same since the system was introduced, in spite of the changes in the council's remit in a number of key areas like education and the significant reduction in senior management with whom the cabinet must interface. The statutory maximum number for Cabinet membership is ten.

In Croydon, executive decisions taken by Cabinet collectively and individual Cabinet Members (through delegation) are made following consideration of reports on the matters concerned.

There has been a significant reduction in individual Cabinet Member decisions over recent years. In 2013/14, 180 individual Cabinet or Cabinet Member decisions were taken compared to 83 in 2015/16 (a decrease of 54 percent).

To calculate the figures for 2013/14 we have added the decisions made by

cabinet (substantive decisions rather than reports for noting), decisions made by cabinet committees and decisions made by the cabinet member for finance on the recommendation of the corporate services committee (again ignoring reports which required no decision).

For 2015/16 we added the figure for decisions made by cabinet to the 'offline' decisions made by cabinet members, again choosing a mix of key and non-key decisions, but focusing on decisions which really were decisions, not just reports to note.

This reduction reflects an approach whereby Councillors have increasingly agreed wide ranging strategies with appropriate delegation to officers to progress implementation. The constitutional changes made in 2014 significantly reduced the decisions made by members. It is anticipated this downward trend in individual Cabinet Member decision making is likely to continue.

Even within the executive structure there has been a reduction of meetings of the cabinet, due to the abolition of cabinet sub-committees. In 2006 there were six cabinet sub-committees which were attended by at least four members of the cabinet and one shadow cabinet member. These met with varying frequency to monitor specific projects – the LEGI fund, New4Old care home replacement and so on. Typically this created an annual councillor commitment figure of around 60 (number of members required x frequency). Now there are no cabinet sub-committees which meet in this way, the old Traffic Management Committee having morphed into the Traffic Management Advisory Committee which advises the cabinet member in taking the decisions under his/her delegated authority.

With regard to decisions reserved to Full Council (for example, budget setting), a proposed reduction in the number of Councillors to 60 will facilitate effective operation of the decision making process, using debates and reports submitted to Full Council. The Council's Constitution will continue to provide (for example) for Petitions to be submitted to the Council and for Councillors to support petitions from residents and other stakeholders.

## Regulatory and Advisory Committees

Councillors sit on a number of regulatory and advisory committees. These committees, with the number of Councillors and number of meetings in 2015/16 are set out below, with the comparative number from 1998/99:

Table 2

| Committee Type                                 | No. members appointed 1998/9 | Member Commitment * 1998/99 | No. members appointed 2016/17 | Member Commitment * 2016/17 |
|--|------------------------------|-----------------------------|-------------------------------|-----------------------------|
| Council Meetings                               | 70                           | 560                         | 70                            | 490                         |
| Council Committees subsumed into Cabinet       | 185                          | 1351                        | 0                             | 0                           |
| Cabinet Meetings                               | 0                            | 0                           | 20                            | 200                         |
| Planning & Sub                                 | 36                           | 396                         | 10                            | 220                         |
| Licensing                                      | 6                            | 36                          | 15                            | 48                          |
| General Purpose & Audit                        | 0                            | 0                           | 12                            | 48                          |
| Traffic Management                             | 17                           | 60                          | 6                             | 30                          |
| Committee Subs subsumed into Scrutiny/Scrutiny | 114                          | 332                         | 27                            | 168                         |
| Regulatory Panels & sub committees             | 0                            | 0                           | 18                            | 38                          |
| Advisory Bodies                                | 35                           | 48                          | 63                            | 46                          |
| Community Asset Management bodies              | 32                           | 6                           | 8                             | 0                           |
| Out of Borough Bodies                          | 37                           | 0                           | 22                            | 12                          |
| Croydon 3 <sup>rd</sup> Party Bodies           | 135                          | 85                          | 25                            | 30                          |
| Functions no longer carried out by councillors | 97                           | 286                         | 0                             | 0                           |
| Other council bodies e.g. Ethics, Pensions     | 40                           | 121                         | 45                            | 65                          |
|  |                              |                             |                               |                             |
| <b>Total</b>                                   | <b>804</b>                   | <b>3281</b>                 | <b>341</b>                    | <b>1395</b>                 |

Source: Council Schedule of Appointments at Annual Council

This table seeks to compare the commitment required from members to provide adequate governance under the committee and strong leader models. Member commitment is defined as the number of members appointed to a body times the number of meetings diarised per year. Where a body does not feature in the official council diary – and we can therefore not evidence the frequency – it shows as zero in the commitment column. Clearly this is more disadvantageous to the 1998/99 column, where more meeting frequencies are ‘lost in the mists of time’. We believe that the contrast between the two systems would be even more stark if more

information about 1998/999 was available and the workload of councillors in 2015/16 would look even lighter by comparison.

A full breakdown of how this table was constructed is given in appendix 1.

It stands out that the biggest differences between what was expected of councillors at the time of the last boundary review and today are:

- Cabinet requires far fewer members to participate. We have allowed for full attendance by cabinet members and shadow cabinet members. Although other councillors may attend, they cannot be said to be required.
- The sub committees of 1998/99 and earlier involved members in a far greater degree of detail and more hands-on control over operations
- Far more members were on committees and sub-committees than are now required for core council operations
- The sub-committees which provided a degree of oversight of operations somewhat akin to Scrutiny sub committees involved more members in more meetings
- The council historically appointed members to many more third party bodies in the borough than today, including many more community asset boards and charities. Whilst we cannot evidence the workload required in 1998/99 it seems reasonable to assume that appointing to more bodies called for a proportionately higher degree of member commitment.
- There are many functions which used to involve members in decisions about service eligibility or quality which are no longer practised: examples include appointment of school governors, receiving reports on school performance (Education Inspection Panels used to meet 31 times per year), dispensation of grants, schools admission appeals, interviewing market stall applicants and so on. Members are generally far less 'operational' than they used to be.

The table below tries to summarise the information above into a commitment per member per year figure:

Table 3

| <b>Diagnostic</b>   | <b>1998-99</b> | <b>2016-17</b> | <b>Notes</b>   |
|---|----------------|----------------|--|
| Total councillor appointments made at annual council                    | 804            | 341            | 1998 practice was to appoint to committees at Annual Council and the committees to appoint to subs at first meeting. All have been included. |
| Average appointments per councillor                                     | 11.48          | 4.87           | We have excluded reserves as the presence of a reserve means another committee member is absent  |
| Official council meetings pre-printed in official diary                 | 269            | 70             | 2016 is from online e-genda as at 17 Jun 2016. In both cases sub-committees which meet on the rise of the main committee are excluded.       |
| Total councillor commitments (confirmed meetings x number on committee) | 3281           | 1395           |  |
| Average commitments per councillor per year                             | 46.87          | 19.93          | This commitment figure relates solely to presence at formally diarised meetings.   |

Source: Council Schedule of Appointments at Annual Council

It is clear from the information set out that the number of councillors required to fulfil regulatory and advisory roles has substantially reduced. A proportionate reduction in the number of Councillors overall would be therefore appropriate.

## **Regulatory Committees**

### **Licensing Committee**

The Licensing Act 2003 requires each licensing authority to establish a licensing committee consisting of at least ten, but not more than fifteen, members of the authority. The Act prescribes that the role of this committee is the discharge of the authority's licensing functions. The Act sets out that a licensing committee may establish one or more subcommittees consisting of three members of the committee. In Croydon, the Licensing Committee consists of twelve Councillors in 2015/16.

Members of the Licensing Committee meet once each municipal year to re-establish its Sub Committee. Further meetings of the Licensing Committee are convened, as required, in order to agree or amend any overarching policies, processes and procedures; and set the fees, in respect of the various licences that fall within its remit. The Licensing Committee also meets to agree the strategic direction of the licensing authority as and when necessary. The number of times that the Licensing Committee has met in the calendar years from Jan 2014 to end 2015 was 8 – so an average of four meetings per municipal year.

The main Licensing Committee must, in law, comprise of at least ten Councillors. It is currently made up of twelve Councillors but could be reduced to ten. It seems reasonable to assume that this reduction would

enable Members to fulfil their roles and meet the statutory requirements.

The Licensing Sub Committee comprises any three members of the main Licensing Committee. The role of the Licensing Sub Committee is to hear and determine specific licence applications that are subject to representations or objections, together with applications which seek the review of an existing licence. The Sub Committee also sits to serve counter notices in respect of opposed Temporary Event Notices.

Licensing Sub met 10 times in 2014/15 municipal year, drawing three members from its available pool of qualified (trained) members and reserves.

### **Planning Committee**

Planning Committee is the regulatory committee that meets most often, approximately twenty times per year. In addition, a significant number of decisions are delegated to the Head of Planning Control.

The trend in decision making authority has seen an increasing number of planning decisions taken but the vast bulk of them being taken by officers under delegated authority. The table below illustrates this:

Table 4

|                          | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|--------------------------|---------|---------|---------|---------|---------|
| Total decisions          | 3027    | 2921    | 3600    | 4127    | 4474    |
| Number taken by members  | 55      | 64      | 79      | 39      | 83      |
| Number taken by officers | 2972    | 2857    | 3521    | 4088    | 4391    |
| % taken by officers      | 98.18%  | 97.81%  | 97.81%  | 99.06%  | 98.14%  |

Source: Croydon Council Planning Department

There is no discernible pattern to indicate an upward trend in member workload over the last five years, but it is clear that the total number of applications determined by members goes up and down from year to year. It is clear that there is an upward trend in the number of officer determinations, but this is not the case for members. Uncertainty about the economic prospects for the town post-Brexit makes it impossible to argue that there is evidence that the number of planning applications will rise. The numbers in future years may rise, but equally may fall.

At around the same time as the cabinet system was introduced, the rules around planning delegations were changed. Previously many applications automatically went to committee rather than only doing so when referred by a member. This is illustrated in table 1, where it is apparent that 'member

commitment' (number of meetings times number of members appointed) has reduced sharply since 1999 – down from 396 to 220. Plans Sub, the committee which determined applications 1998/9, met slightly more often, contained more members and the meetings went on much later because more applications were determined. It is also worth noting that planning policy was not determined at Plans Sub, whereas the current structures of planning committee mean that the applications are determined by a small sub committee upon the rise of the full planning committee, which is a significant contributor to the reduction in member commitment required.

For the years 2014-16 the council experimented with having the planning committee and the sub-committee which determines the majority of applications on separate evenings. Whilst well-intentioned, this innovation proved to be less successful than hoped and has been reversed for the 2016-17 year with the sub-committee again sitting on the rise of the main committee. Experience showed that members were gathering for sub-committee meetings which only considered one or two applications, so the benefit of having a smaller group determining minor applications was outweighed by the increased frequency of meetings overall.

It is clear from the previous paragraphs that the trend in relation to regulatory committees is for a lighter workload for elected Members now than under the committee system, and that the regulatory function can be effectively and efficiently delivered by Councillors appointed from a reduced Council.

### **How the council enters into contracts**

Until 2014 the council had a committee made up of voting members from all parties which entered into contracts, approved the accounts and authorised asset disposals. Separately there was an audit committee which was responsible for maintaining the risk register and monitoring council performance in a number of key areas.

In 2014 the council moved to a system whereby the delegation threshold which required the decision to be made by members was substantially raised, to the point where only one or two decisions per month require member input. This enabled the council to transfer that function from the cross party committee to cabinet. The corporate services committee was abolished and its remaining audit functions were transferred to the General Purposes and Audit committee, which also took on the functions of the audit advisory committee.

The number of members appointed to the audit and corporate services committees since 2006 is set out below:

Table 5

| Committee                | 2006/07 |              | 2010/11 |              | 2014/15 |              | 2016/17 |              |
|--------------------------|---------|--------------|---------|--------------|---------|--------------|---------|--------------|
|                          | Members | Meetings /Yr |
| Corporate Services       | 10      | 10           | 10      | 10           |         |              |         |              |
| Audit Advisory           | 4       | 4            | 6       | 5            |         |              |         |              |
| General Purposes & Audit |         |              |         |              | 10      | 4            | 10      | 4            |
| TOTAL                    | 14      |              | 16      |              | 10      |              | 10      |              |
| Member Commitment        | 116     |              | 130     |              | 40      |              | 40      |              |

Source: Council Schedule of Appointments at Annual Council

The Audit Committee now operates on a risk based model rather than the full audits that used to take place. Therefore the committee only now concentrates on high risk items, reducing its workload considerably.

The pension committee's function has changed considerably since 2014 with the reduction in asset managers, a pension board having oversight and the London Councils Collective Investment Vehicle which will be operating large groups of pension funds. This means less to manage for the committee. The time of the meetings and external meetings with fund managers has also been considerably reduced.

It is clear that the workload on members to carry out the contract monitoring and audit role has substantially reduced and could be supported even with a significant reduction in the number of elected members.

## The Council's Scrutiny arrangements

The Scrutiny Committee structures at Croydon were reorganised in May 2014 to keep the same number of committees but reorganise their subject areas and reduce the number of members serving.

The table below tracks the changes in Scrutiny sub-committee structure and the number of members appointed to each over the last decade:

Table 6

| Committee                                     | 2006 | 2010 | 2014 | 2016 |
|---|------|------|------|------|
| Scrutiny & Overview Committee                 | 12   | 11   | 6    | 6    |
| Clean & Green                                 | 7    |      |      |      |
| Streets & Environment                         |      |      | 7    | 7    |
| Education/CYP                                 | 12   | 9    | 8    | 8    |
| Health (& Soc Care)                           | 9    | 11   | 6    | 6    |
| Integrated Childrens Services (social care)   | 7    |      |      |      |
| Safer Communities                             | 7    |      |      |      |
| Working Living & Leisure (Community Services) | 7    | 11   |      |      |
|   | 61   | 42   | 27   | 27   |

Source: Council Schedule of Appointments at Annual Council

The trend is for a reduction in the number of overview and scrutiny committees. Councillors have recognised that there is scope for further changes to scrutiny arrangements that will enhance its effectiveness whilst requiring fewer councillors. These changes might include the greater use of co-option of representatives from organisations with specialist knowledge or expertise for specific topics.

Although the number of councillors directly involved as members of scrutiny has fallen, any member can attend and can ask questions on the policy area or decision being scrutinised. Members of the public can also do this. This suggests that a reduction in the total member base need not adversely affect the quality or quantity of scrutiny the council gets.

Scrutiny Task and Finish Groups used to be formal structures used to investigate to get groups of councillors focused on specific issues. Whilst not formally abolished these have become defunct and there are currently no groups working and there have not been for some considerable time.

Back benchers can seek support from Scrutiny for 'mini reviews'. These are ad hoc in nature and take little total member commitment.

This reduction in the number of committees and the number of members involved indicates that the scrutiny function could be acceptably covered with a reduction in the number of councillors from which to draw the committees.

### **Delegation to officers**

The approach taken by the Council over a number of years has been to rely and expect the Chief Executive and senior officers of the Council to effectively implement the strategic decisions of the Council and to run operational services effectively, making use of their professional expertise and experience. The trend in cabinet reports is for major projects to go to cabinet only once, with substantial delegated powers being granted to officers, most often in consultation with a named cabinet member. Where previously many projects would be reported to cabinet at key milestones, now the practice is for the milestone decisions to be covered by the original delegations. This approach has been reflected in the delegation of authority to officers to implement significant programmes such as the creation of 'Brick By Brick' in June 2016, which is a multi-year programme where disposals and management over many years will not need to come back to cabinet. At the same cabinet meeting the leader delegated to one officer and one member full powers for the procurement of the borough's cultural programme over many years.

This approach has led to fewer decisions being required from Members both of the executive and other committees.

### **The representational role of Councillors in the local community**

#### **Casework**

Individual Councillors manage and progress their casework with advice and guidance from officers as appropriate. The Council does not collect or hold reliable data about the volume or complexity of such casework, although such matters will sometimes result in enquiries to officers to clarify or provide information about the Council's approach to a particular issue. Councillors have, however, observed that the use of e mail and other media has allowed for faster, less time consuming communication with both residents and officers in relation to case work. Similarly, the availability of on line information, services and ways of reporting issues for residents and Councillors alike has also reduced the time required to undertake casework.

Traditionally Councillors had a role in assisting residents with complaints. Following the introduction of a corporate officer Complaints team and appropriate software for tracking and monitoring the handling of complaints,

the number of complaints received has generally reduced in recent years and there is no evidence of any trend either way in complaints which go to the Ombudsman. The numbers here are low and will always be subject to statistical fluctuation.

Table 7

|  | 2010/11     | 2011/12     | 2012/13     | 2013/14     | 2014/15     | 2015/16     |
|--|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>Number of stage one complaints received</b> | 2246        | 1741        | 1189        | 948         | 1087        | 1332        |
| <b>Number of stage two complaints received</b> | 167         | 112         | 63          | 67          | 112         | 122         |
| <b>Ombudsman (LGO)</b>                         | 55          | 103         | 77          | 83          | 64          | 82          |
| <b>TOTAL</b>                                   | <b>2468</b> | <b>1956</b> | <b>1329</b> | <b>1098</b> | <b>1263</b> | <b>1536</b> |

Source: Croydon Council Complaints Team

There is no evidence that the expanding population is leading to more complaints: indeed the reverse seems to be true. This may be because the council is no longer as engaged in a number of activities which tend to generate complaints, such as school admissions.

On this evidence it seems unlikely that a reduction in the number of councillors would lead to a loss to the public of support during any complaint process.

### **Community/neighbourhood representation**

Some Councillors conduct surgeries, which vary in nature and frequency according to the individual Councillor's assessment of need and demand. For example, some Councillors hold regular fortnightly meetings in such places as, for example, local community centres, whilst others prefer to make themselves available either through email, telephone conversations or by meetings with residents. Some Councillors find individual meetings a more personal and suitable way of engaging with people in their constituency than surgeries.

We are not aware that the Council holds any data about the time spent by Councillors on representation of individual electors.

### **Appointments to outside bodies**

The number of outside bodies to which the Council nominates Councillors has reduced significantly from 240 appointments (number of councillors appointed, excluding reserves and email list appointments) in 1998/99 to 231 in 2006 to 118 in 2016, a reduction of 50%. Traditionally Councillors have been nominated by the authority to a wide range of outside organisations. The Council and many of our partners have moved towards

other models of accountability including annual commissioning meetings involving Cabinet Members and officers.

An analysis of the number of appointments made to external bodies is below:

Table 8

| <b>Type of Body</b>             | <b>1998/99</b> | <b>2006/07</b> | <b>2010/11</b> | <b>2016/17</b> |
|---------------------------------|----------------|----------------|----------------|----------------|
| Government Association          | 7              | 19             | 9              | 5              |
| Working groups and partnerships | 232            | 203            | 151            | 103            |
| Statutory Joint Committees      | 1              | 9              | 13             | 10             |
| <b>TOTAL</b>                    | <b>240</b>     | <b>231</b>     | <b>173</b>     | <b>118</b>     |

Source: Schedules of Member appointments, Annual Council

Councillors are also often appointed as Local Authority School Governors. The number of Local Authority Governors overall has decreased significantly over recent years and as more schools become academies.

In each aspect of the representational role, the workload of Councillors has reduced so that residents can be fully and effectively represented by the smaller number of Councillors now proposed.

### **Other requirements of Councillors**

Councillors receive induction training, covering key elements and essentials in undertaking the role of Councillor. Training is provided on regulatory matters such as planning and licensing. Political Groups also provide ongoing development support to newer Councillors. Time required to be spent on training is limited and there is no evidence to suggest that the commitment required is rising.

## **Section 4 Future plans or developments affecting the Council**

### **Challenges**

Across the country councils have been challenged to move away from narrow service delivery functions and to adopt a more strategic commissioning role. This means stepping back from traditional service delivery by focussing on understanding the needs of communities and leading activity to secure improved outcomes. Increasingly areas are creating joint decision making arrangements to deal with important issues that cross local authority boundaries (such as commissioning children's services, health and well-being and joint strategic needs assessments).

It seems likely that the trend for continuously seeking efficiencies and streamlining will continue beyond 2018 and out to 2022 and beyond. The one area of council activity which has seen no cutbacks in costs at all is that of members, who are remunerated with a basic allowance and some members receive substantial additional responsibility allowances. It seems quite unjustifiable that members should cost the same now as they did in 2006 when all other council spends have diminished – and that on employed staff dramatically so.

Coupled with the clear trends away from direct member engagement in the day to day running of the council, there is a clear moral case for bringing down the cost of members provided that can be done without affecting communities' access to councillor assistance and advocacy.

### **The changing role of councillors**

We have demonstrated above that councillors are moving from the traditional intermediary role to that of leaders within their communities who can help to broker discussions about making the most of assets to meet community needs. They can bring together Council, other statutory authorities, local voluntary and community groups, local businesses and other private landowners to build a constructive partnership.

We do not believe their ability to do this will be substantively hampered by a reduction in their total number, provided each ward is equivalently represented.

### **The digitisation of society**

The nation is becoming increasingly digitally-enabled and many residents are beginning to use digital technology in all aspects of their daily lives.

The Office for National Statistics measures the access residents have to the internet and for January - March 2014 (Quarter 1), 92% of residents in the Outer London South area have access to the internet.

According to the Office of National Statistics in 2014, 73% of adults in Great Britain used a computer every day, up from 45% in 2006. Increases in daily computer usage between 2006 and 2014 were seen for all age groups, with the largest relative increase being for those aged 65 and over. In 2006, of those aged 65 and over, just 9% reported that they used a computer every day, compared with 42% in 2014.

Technology will increasingly empower the public to resolve issues themselves online directly with the Council, rather than rely on assistance from others. This will require fewer Councillors to act as intermediaries.

The council is actively pursuing a digital enablement strategy, as set out in agenda item 7, 'Digital Inclusion' in the June 2016 cabinet agenda. That paper reports that in mid May 160,000 residents had a 'My Croydon' online reporting account, up from 149,000 just two months earlier. Whilst the paper notes the link between deprivation and lower rates of digital inclusion, the council is committed to removing impediments to digital inclusion amongst those groups and it is likely that digital inclusion will continue to grow sharply over the next five years.

The council has recently taken the decision to go paperless for members (General Purposes and Audit Committee, June 2016). Members are to be asked to provide their own device to enable them to take part in meetings without printed papers. Undoubtedly this will involve a transition period where preparation for meetings takes longer as members adjust to new ways of working. However, experience from members who took the decision to go down this route themselves some time ago suggests that in the medium and long term it will deliver considerable efficiencies in terms of meeting preparation time.

## **Devolution**

As a London Borough Croydon sits within a hierarchy with the London Mayor and Assembly as the principal recipients of devolved powers. The council itself has not chosen to set up 'parish councils' or other meaningful devolvement of power to a grass roots level.

The council has normally had a budget which allows the development of non-strategic local initiatives, either on a per-ward or on a 'bid for' basis. In 2015/16 the council devolved a budget of £2k per councillor to be spent on local initiatives, which could be capital or revenue but which could not involve any commitments for future funding. Most wards spent their funding on a mix of small scale infrastructure works and community events.

The council has announced – although the full sum is not in the budget and there is no detail to support it – that these ward budgets will be available again for 2016/17 at the level of £4k per councillor. This means that in terms of devolved funding, the council will devolve about 0.1% of its total spend to ward budgets.

Croydon used to have Neighbourhood Forums to which it might have chosen to devolve some spending, but these have been wound up. It also used to devolve some funding to the Croydon Communities Consortium, but has now withdrawn support from that body and is in legal dispute with them over the recovery of some historic funding.

It is therefore difficult to sustain any argument that devolution is going to increase the workload of councillors to any significant extent.

### **Diversity**

Like many London boroughs, Croydon has a diverse population. It has a significant representation of most communities which have chosen to make London their home.

It is important that the councillor base represents all our communities and should be drawn from a wide range of them. There is no reason to suppose that this is more likely at a council size of 70 than any other size.

Variations in the level of support needed by different communities seems to relate most to their economic status, rather than heritage factors. It is therefore hard to sustain an argument that the diversity of the borough should lead us to desire a higher number of councillors.

## **Section 5 The proposal for Council size**

The previous sections of this report have described how the way that the Council, has streamlined its arrangements so that fewer Councillors have a formal role in the decision making of the Council, there are fewer committees scrutinising executive decisions, and fewer outside bodies on which the Council has representation. Officer arrangements too have changed with fewer senior managers and a focus of resources on delivering front-line services. The Council has sought to ensure that it is managed effectively with lean and efficient structures. The Conservative Group believes it is appropriate that this approach should also apply to the number of Councillors.

This boundary review was initiated at the request of the Croydon Labour Group and is predicated on the number of wards where the variance in electors per member is greater than 10%. In fact the current situation in Croydon falls short of triggering an automatic boundary review, although it seems likely that that situation would be reached in the not too distant future.

### **Trends amongst other local authorities**

The Council could have chosen, like many other boroughs in the current round of boundary reviews, to request a downsize in the number of members. Nearby Bexley has chosen itself to ask for a reduction from 63 to 45 members. This is a much greater reduction than is put forward here (29% to the Croydon proposal of 14%), because we have taken account of the differences in projected population growth between Croydon and Bexley.

The other local authorities in the current round of reviews are almost all proposing a reduction in numbers. Croydon is the exception to the current trend.

The Conservative Group on Croydon Council is disappointed that the administration has not sought to bring down the cost of councillors by requesting a reduction in numbers and notes that the draft submission by the council does not request such a reduction either. We believe this is contrary to a great weight of evidence that a reduction would be both proportionate and sustainable.

### **Comparison with Parliament**

It is possible to construct an argument that a rising population must require more members involved in their representation. However, Parliament has for some years been committed to reducing the number of MPs from 650 to 600 whilst the UK population rises at a similar rate to Croydon's.

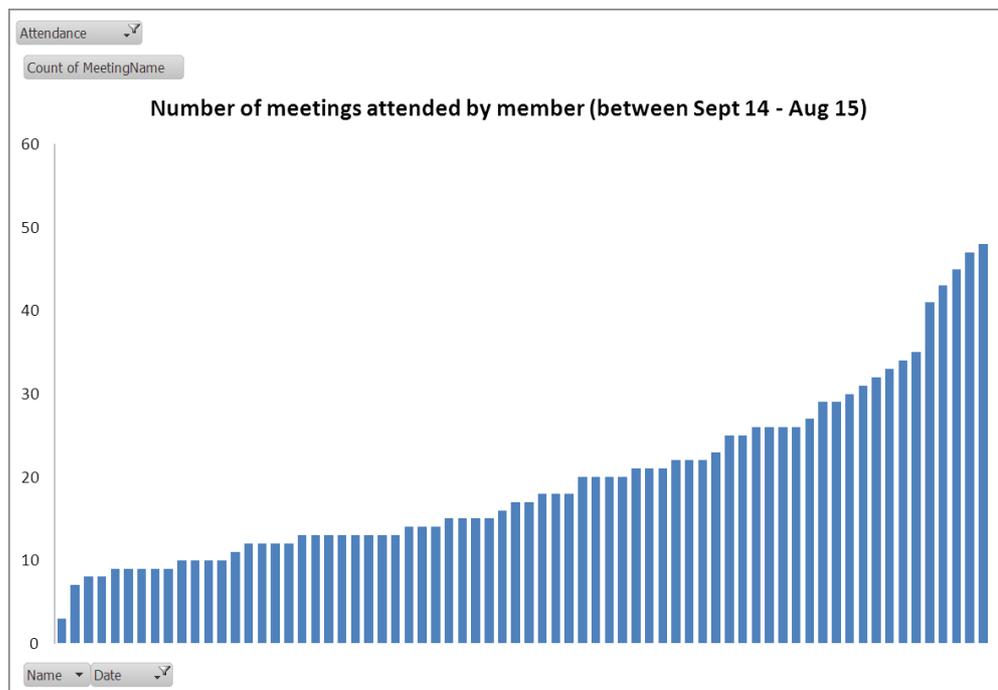
There is no evidence that we are aware of that the workload of an MP (in terms of parliamentary meeting commitment) has reduced, whereas there is

substantial evidence that the formal meeting commitment of councillors has reduced long-term. That being the case it would seem reasonable to suggest that the number of councillors in Croydon could be reduced by more than the percentage decrease in MPs.

The general consensus is that MPs do more in their community and in terms of casework than ever before and that the easier access to MPs offered by modern technology has increased their workloads – although as with councillors, the same technology makes each piece of case work less time consuming. There is no evidence to suggest that there is any difference between the changes in non-meeting demands on MPs and councillors.

### Comparison of workloads across members in Croydon

The table below shows the meeting commitments of members of Croydon Council as a whole, tracking individual members over one year.



Source: Croydon Council

From this it is clear that some members of the council are attending far more meetings than others. This is not a surprise, those attending the highest number of meetings are likely to be cabinet members or committee chairs, who are remunerated at four times the level of a back-bencher for an expected higher workload. This table further makes clear that there are at least ten council members who, for one reason or another, are attending fewer than ten formal meetings of the council per year. This chart probably over-states the position as it seems to include members who have attended a meeting whilst not actually being required to be there.

Should those ten members' positions be deleted and their meeting workload redistributed over the remaining 60 members, the increase in burden would only be for those members to attend an additional 1.2 meetings per year, on average.

### **Assessing the amount of workload for which councillors are remunerated**

London Councils regularly produces a councillor remuneration report which makes recommendations about the appropriate level of remuneration for councillors taking different roles in their local council. The 2006 report talks about the level to which it believes members ought to be involved in council-related business.

Page 15 of the report says:

*The basic level of allowances should be based on the assumption that councillors work some 60 hours each month and that the first 20 hours of this should be voluntary public service. This retains a fair comparison with the voluntary commitment of say an unpaid school governor or Saturday morning football coach.*

No accurate data is available on the average workload of councillors in Croydon or elsewhere. Doubtless many members put in the 60 hours suggested above and more. Without members actually recording their work on a time sheet it is notoriously difficult to build an accurate picture of how 'little bits here and there' add up to a total. There will be wide variations by councillor and for each councillor by week. We therefore disregard apocryphal 'how much do you think you do' recollection-based surveys which, arguably, will tend to significantly over-state the position.

### **Reviewing the electorate across wards with current boundaries**

The largest adult population under current boundaries is found in Fairfield ward, at 15,760 electors – that is approximately 5,253 electors per councillor. Fairfield is diverse ward with a mixture of affluent areas generating a planning case load and an urban centre where environmental and housing issues are most common.

One of the Fairfield councillors elected in 2014 was previously a councillor in Heathfield ward. Heathfield contains 3,560 adult residents per councillor, nearly 1,700 less than Fairfield. Fairfield ward has about 47% more electors per councillor than Heathfield. The councillor who moved wards has not noticed any difference in her case load since making the change. Whilst this is a statistically tiny sample, it does suggest that to equate the volume of ward work with the number of electors is over-simplistic.

Further, the proposal to cut the number of councillors to 60 would generate, on average, 5,144 adult residents per councillor. That is 109 residents per councillor **less** than the situation currently in Fairfield, which the current

councillors are coping with perfectly satisfactorily.

### **Housing types and case work**

The majority of the increase in Croydon's population will be housed in large apartment developments, mostly with secured access and managed shared facilities for waste/recycling. A lot will be privately owned and owner-occupied. It seems highly likely that these developments will generate far less casework per dwelling than the low rise development which already exists:

- With small and secured ground footprints they will not generate the same level of environmental casework (e.g. fly-tipping, graffiti)
- With shared bin/recycling facilities they will not generate the same level of waste-based casework as low rise development
- As large developments which already maximise their use of space, there is little scope for the planning based case work which is generated in low rise areas (extensions etc. are not possible)
- These mostly private sector developments are unlikely to generate anywhere near the average level of housing or benefits casework

### **Arriving at an appropriate number for the proposed reduction**

Given that there is no tangible evidence to reinforce the suggestion that non-meeting workloads have gone up, but that it seems likely that it has gone up somewhat, it seems reasonable to propose that we do not reduce the number of members proportionate to the reduction in meetings. The reduction in meetings taken alone would point to a councillor number figure of around 35, that is a 50% reduction.

The changing role of members, the need to have sufficient members to scrutinise the executive, the requirement for diversity and the importance of community initiatives make it clear that a reduction of this scale would be inappropriate.

Nor do we propose a reduction along the lines of that recently approved for Bexley, at 29%. But we also feel that given the almost certain increase in MP workload but the forthcoming reduction there by 8%, that 8% should be the minimum reduction we would want to see and that a figure between that and the reduction seen in Bexley would be most appropriate.

We have therefore settled on a figure of 14% for Croydon, which also has the advantage of being a figure which enables fair warding patterns to be established, given the 'hard boundaries' which exist in places within our borough.

## **Section 6 Financial impact of Council size proposal**

The budget allocated for Members' Allowances for 2016/17 is approximately £1.45 M. In addition, a small budget is provided for any training, carer or babysitter support, attendance at conferences and travel and subsistence, although in reality, this is claimed only rarely by Councillors.

A significant part of the £1.45 M budget is allocated for the Basic Allowance, which is currently paid at £11,239 per Councillor.

Assuming that the level of allowances paid to individual Councillors remained the same going forward, any reduction in total spend would relate to £11,239 (Basic Allowance) for each Member and any Special Responsibility Allowances that were either reduced, or cancelled. A reduction of ten Councillors would result in a potential saving of around £112k per municipal year for the Basic Allowance. Any potential savings of Special Responsibility Allowances would be made through, either a reduction in the number of committees, or the removal of an allowance from a Member.

Whilst the savings offered here are relatively modest in the context of the council's total spend, we believe that residents expect to see the cost of elected members fall to reflect the contracting role of the council and the savings councillors have expected the officer corps to deliver through downsizing.

## **Appendix 1**

A commentary on member workloads from Cllr Dudley Mead, ward councillor 1980 to date, former leader of the opposition and borough mayor

*In my 36 years as a councillor, the biggest single change in my workload came about with the introduction of the cabinet system in 2000.*

*By the time the cabinet system was introduced in Croydon I was already an experienced council member and was the leader of my group. So for me personally, going from being a leader of the opposition under the committee system to the cabinet system was less of a change. But for other councillors - and back-benchers in particular - the change was huge. Members became, at the stroke of a pen, less operational. Many of the sub-committees and working parties which had kept members very engaged with the day-to-day operations of the council disappeared. Whilst many members welcomed getting some of their weekday evenings back, all lamented the reduced ability for council officers to take advantage of the years of experience offered by members.*

*The other big change in how my workload is managed has come about through the creeping impact of technology, and email in particular. In 1999 the vast majority of my casework from residents came in by letter or telephone. Nowadays virtually all of it comes in by email. This is both a blessing and a curse. Because it is easier for residents to dash off an email than it used to be to report by slower means, more things get reported or raised. However, although the volume may have gone up somewhat, the ease with which it can be cleared has gone up more. Instead of re-typing the resident's concerns - or transcribing it from my notes of a conversation - I can often just forward it on to the relevant officer with the minimum of editing. The same process applies when the answer comes back.*

*Other things which were once very time consuming can now be done from the comfort of my own desk. A good example of that is reviewing planning applications. It used to be that to view the plans one had to physically go into the council to review hard copies. Nowadays both residents and I can review all documentation online, which is vastly more efficient.*

*The council has recently withdrawn the provision of landlines at members homes in favour of offering smartphones. This means that both emails and telephone calls from residents can be taken anywhere and quickly responded to at 'quiet' times, such as when you are travelling. This stops the casework 'building up' and*

*becoming a major effort to clear in the evening.*

*All in all, I would say that technology has greatly increased all councillors' productivity and accessibility.*

| Appendix 2 - comparison of member commitments 1998/99 vs 2016/17 |                    |                        |                        |
|--|--------------------|------------------------|------------------------|
|  |                    |                        |                        |
| <b>Council year 1998/99</b>                                      |                    |                        |                        |
|  |                    |                        |                        |
| <b>Committee</b>   | <b>No. Members</b> | <b>Meetings per yr</b> | <b>CLLr commitment</b> |
| Full Council   | 70                 | 8                      | 560                    |
| Policy and economic development                                  | 24                 | 7                      | 168                    |
| Education  | 19                 | 5                      | 95                     |
| Environmental health and consumer service                        | 18                 | 5                      | 90                     |
| Finance, personnel and equalities                                | 18                 | 22                     | 396                    |
| Highways and transportation                                      | 20                 | 5                      | 100                    |
| Housing  | 18                 | 5                      | 90                     |
| Leisure services   | 20                 | 5                      | 100                    |
| Planning and environment   | 18                 | 10                     | 180                    |
| Social services  | 18                 | 5                      | 90                     |
| Mayoralty and hon. Freedom                                       | 6                  | 1                      | 6                      |
| Emergency committee (home defence)                               | 4                  |                        | 0                      |
| Selsdon Wood Nature Reserve JC                                   | 6                  | 1                      | 6                      |
| UNJL   | 4                  |                        | 0                      |
| Bandon Hill  | 5                  |                        | 0                      |
| Croydon Boys Club  | 2                  |                        | 0                      |
| Croydon CAB  | 2                  |                        | 0                      |
| Croydon police consultative cttee                                | 5                  | 6                      | 30                     |
| Croydon Joint Consultative Cttee                                 | 4                  | 1                      | 4                      |
| CVA  | 2                  |                        | 0                      |
| Crystal Palace Triangle Comm Assoc                               | 1                  |                        | 0                      |
| Mitcham Common Conservators                                      | 4                  |                        | 0                      |
| Relate Croydon   | 2                  |                        | 0                      |
|  |                    |                        | 0                      |
| London Boroughs Grants   | 1                  |                        |                        |
| London Ecology   | 1                  |                        |                        |
| London Fire and Civil Defence                                    | 1                  |                        |                        |
| London planning advisory cttee                                   | 1                  |                        |                        |
| London research centre JC  | 1                  |                        |                        |
| Transport committee for London                                   | 1                  |                        |                        |
|  |                    |                        |                        |
| South London Waste Disposal                                      | 1                  |                        |                        |
| ALG  | 3                  |                        |                        |
| LGA  | 4                  |                        |                        |
|  |                    |                        |                        |
| TA Units   | 4                  |                        |                        |

|  |    |   |    |
|--|----|---|----|
|  |    |   |    |
|  |    |   | 0  |
| <b>Sub committees of policy and ec Dev</b> |    |   | 0  |
| DSO Board                                  | 14 | 4 | 56 |
| International                              | 10 | 3 | 30 |
| Equalities                                 | 8  | 5 | 40 |
| The Croydon Partnership                    | 5  | 3 | 15 |
| Tram link Working Group                    | 6  |   | 0  |
| Croydon Millenium Celebration Panel        | 5  |   | 0  |
| Town Centre Group                          | 6  |   | 0  |
| Crossfield Industries Panel                | 6  |   | 0  |
| Fairfield Joint Steering Group             | 3  |   | 0  |
| Croydon Guyana Link                        | 1  |   | 0  |
| The Forum                                  | 3  | 5 | 15 |
| Business Link London board                 | 1  |   | 0  |
| Business Link London Adv Gp                | 2  |   | 0  |
| Croydon Dialogue                           | 2  |   | 0  |
| Croydon Marketing and Development          | 1  |   | 0  |
| Croydon Resource Centre                    | 1  |   | 0  |
| Fieldway Management Board                  | 2  |   | 0  |
| Biggin Hill Consultative                   | 1  |   | 0  |
| Multi Agency Harrassment Panel             | 2  |   | 0  |
| South Wandle Regen Partnership             | 3  |   | 0  |
|  |    |   | 0  |
| <b>Sub committees of Housing Committee</b> |    |   | 0  |
| Housing                                    | 12 |   | 0  |
| Tenants & Leaseholders' Panel              | 7  | 2 | 14 |
| District Panel South                       | 3  |   | 0  |
| District Panel North                       | 3  |   | 0  |
| District Pnel Central                      | 3  |   | 0  |
| District Panl New Add                      | 3  |   | 0  |
| Leaseholders                               | 3  |   | 0  |
| SL Family Housing                          | 1  |   | 0  |
| Hexagon Housing                            | 1  |   | 0  |
| Croydon Churches Housing                   | 1  |   | 0  |
| London Housing unit                        | 1  |   | 0  |
|  |    |   |    |
| <b>Sub committees of Social Services</b>   |    |   |    |
| Children & Families                        | 6  | 4 | 24 |
| Social Services Grants                     | 6  | 2 | 12 |
| Social Services Appeals                    | 6  |   | 0  |
| Child Care                                 | 6  | 3 | 18 |
| Croydon associ People with disabilities    | 3  | 4 | 12 |
| Croydon Vol associ for the Blind           | 2  | 3 | 6  |

|  |    |    |     |
|--|----|----|-----|
| SE Reg Assoc for the Deaf                                | 3  |    | 0   |
| Upper Nor Assoc for Community Care                       | 2  |    | 0   |
| Croydon Juvenile Justice Liason                          | 2  |    | 0   |
| Croydon welcare  | 2  |    | 0   |
| Age Concern London                                       | 1  |    | 0   |
| Croydon Council on Ageing                                | 3  |    | 0   |
|  |    |    | 0   |
| <b>Highways &amp; Transportation Sub</b>                 |    |    | 0   |
| Traffic management                                       | 12 | 5  | 60  |
| Public Rights of Way                                     | 5  |    | 0   |
| Community safety   | 12 | 4  | 48  |
| Care for Croydon Working Group                           | 4  |    | 0   |
| Bus Liaison Panel  | 3  |    | 0   |
| Rail Liaison Panel                                       | 3  |    | 0   |
| London accident Prevention Council                       | 2  |    | 0   |
| SE Lon Boroughs Transport strategy Steering              | 1  |    | 0   |
|  |    |    | 0   |
| <b>Leisure Services Sub</b>                              |    |    | 0   |
| Libraries Museums & arts                                 | 12 | 4  | 48  |
| Recreation   | 12 | 2  | 24  |
| Parks & Open Spaces                                      | 12 | 2  | 24  |
| Fairfield  | 6  | 5  | 30  |
| Allotments Consultative Panel                            | 6  | 2  | 12  |
| Croydon Sportslink                                       | 8  |    | 0   |
| Nature Conservation Consultative Panel                   | 6  | 1  | 6   |
| London Arts Board LA Forum                               | 2  |    | 0   |
| Croydon Sports Council                                   | 2  | 1  | 2   |
| London Council for Sport & Recreation                    | 1  |    | 0   |
| London Wildlife Trust JM comm                            | 4  |    | 0   |
| London Youth Games                                       | 1  |    | 0   |
| Downlands Countryside Mgt Proj                           | 1  |    | 0   |
| Croydon Sports Partnership                               | 3  | 1  | 3   |
| Eleanor Shorter Fund                                     | 1  |    | 0   |
|  |    |    | 0   |
| <b>Environmental Health &amp; Consumer Services Subs</b> |    |    | 0   |
| Licensing Sub  | 6  | 6  | 36  |
| Market Interviewing Panel                                | 5  |    | 0   |
| Amusement Arcade Action steering Gp                      | 1  |    | 0   |
|  |    |    | 0   |
| <b>Planning &amp; Environment Subs</b>                   |    |    | 0   |
| Plans  | 12 | 23 | 276 |
| Environment  | 12 | 5  | 60  |
| Planning Policy & Implementation                         | 12 | 5  | 60  |
| Nature Conservation Panel                                | 7  | 2  | 14  |
| Guyana Link Working Party                                | 2  |    | 0   |

|  |            |    |             |
|--|------------|----|-------------|
| Downlands (in addition to appointment abo    | 1          |    | 0           |
|  |            |    | 0           |
| <b>Education Subs</b>                        |            |    | 0           |
| Education sub                                | 12         | 5  | 60          |
| Grants & Awards                              | 8          | 5  | 40          |
| Education Personnel                          | 8          | 1  | 8           |
| Appointments to Governing Bodies             | 8          | 5  | 40          |
| Special Needs                                | 6          | 3  | 18          |
| CET Wrking adv Borad                         | 3          | 1  | 3           |
| Youth Working Party                          | 6          | 1  | 6           |
| Quality & StandardsWorking Party             | 5          | 2  | 10          |
| SACRE  | 6          |    | 0           |
| Appointment of Inspection Panel Chairs       | 7          |    | 0           |
| JCC Teachers                                 | 8          |    | 0           |
| W Thornton Comm Centre                       | 1          |    | 0           |
| New Add Comm Centre                          | 1          |    | 0           |
| Croydon Borough Music Committee              | 1          |    | 0           |
| Croydon Youth Justice Adv Comm               | 1          |    | 0           |
| Court of the City University                 | 1          |    | 0           |
| Education inspection Panel                   | 3          | 31 | 93          |
|  |            |    |             |
| <b>FPEC Subs</b>                             |            |    | 0           |
| Appeals Sub                                  | 14         |    | 0           |
| Voluntary Sector                             | 6          | 4  | 24          |
| Pensions sub                                 | 6          | 4  | 24          |
| Greater London Employers' Assoc              | 2          |    | 0           |
| Council and Staff Joint Cttee                | 7          | 5  | 35          |
| JCC Manual Workers                           | 12         | 3  | 36          |
| JCC Craft Services                           | 12         | 2  | 24          |
| Croydon Victims Support                      | 1          |    | 0           |
| On World in Croydon                          | 2          |    | 0           |
| Post Office Advrsy Cttee                     | 1          |    | 0           |
| Telecomms Adv Comm                           | 1          |    | 0           |
| Harmonisation Steering group                 | 3          |    | 0           |
| Croydon Skyline                              | 1          |    | 0           |
| Thames Reg Flood Defence                     | 1          |    | 0           |
| SE London probation                          | 1          |    | 0           |
| Thames Water LA Liaison Gp                   | 2          |    | 0           |
|  |            |    |             |
|  |            |    |             |
| <b>Total</b>                                 | <b>804</b> |    | <b>3281</b> |
|  |            |    |             |
| Average per councillor                       | 11.49      |    | 46.87       |
|  |            |    |             |
| Number of meetings in official diary Jun-Dec |            |    | 128         |

|  |     |  |      |
|--|-----|--|------|
|  |     |  |      |
|  |     |  |      |
| Council Meetings                           | 70  |  | 560  |
| Council Committees:                        |     |  |      |
| Committees subsumed into cabinet           | 185 |  | 1351 |
| Planning/Planning Sub                      | 36  |  | 396  |
| Licensing                                  | 6   |  | 36   |
| General Purposes/Audit                     |     |  |      |
| Traffic Management                         | 17  |  | 60   |
| Cabinet Meetings                           |     |  |      |
| Council sub-committees subsumed into Scr   | 114 |  | 332  |
| Regulatory Panels & sub committees         |     |  |      |
| Advisory bodies                            | 35  |  | 48   |
| Community asset Management bodies          | 32  |  | 6    |
| Out of Borough Bodies                      | 37  |  | 0    |
| Appointments to Croydon 3rd party bodies   | 135 |  | 85   |
| Things Councillors No longer do            | 97  |  | 286  |
| Other council bodies - Pensions, Staff etc | 40  |  | 121  |
|  |     |  |      |
|  | 804 |  | 3281 |

| Council Year 2016-17            |             |                 |                 |
|---------------------------------|-------------|-----------------|-----------------|
| Committee                       | No. Members | Meetings per yr | Cllr commitment |
| Full Council                    | 70          | 7               | 490             |
| Cabinet                         | 20          | 10              | 200             |
| GPAC                            | 12          | 4               | 48              |
| TMAC                            | 6           | 5               | 30              |
| Planning                        | 10          | 22              | 220             |
| Licensing                       | 12          | 4               | 48              |
| Licensing Sub                   | 3           |                 | 0               |
| Pension Cttee                   | 8           | 4               | 32              |
| SOC                             | 6           | 7               | 42              |
| Scrutiny CYP                    | 8           | 6               | 48              |
| Scrutiny Health & SS            | 6           | 6               | 36              |
| Scrutiny Streets & Env          | 7           | 6               | 42              |
| Ethics                          | 8           | 2               | 16              |
| HWB                             | 5           | 6               | 30              |
| Bandon Hill                     | 5           |                 | 0               |
| Croydon & Lewisham Street Light | 2           | 2               | 4               |
| SLWP                            | 2           | 4               | 8               |
| SLP                             | 1           |                 | 0               |
| Appointments                    | 6           |                 | 0               |
| Mayoralty & HF                  | 5           | 1               | 5               |
| Pension Board                   | 3           | 4               | 12              |
| London Councils Appointments    | 4           |                 | 0               |
| LGA Assembly                    | 1           |                 | 0               |
| Adoption Panel                  | 1           |                 | 0               |
| Adult SS review Panel           | 5           | 2               | 10              |
| Corporate Parenting             | 7           | 4               | 28              |
| CASSUP                          | 3           |                 | 0               |
| Fostering                       | 2           |                 | 0               |
| Members' L&D                    | 7           |                 | 0               |
| Staff Partnership Panel         | 4           |                 | 0               |
| Croydon-Arnheim WG              | 4           |                 | 0               |
| Cycle Forum                     | 3           | 3               | 9               |
| Housing Disability Panel        | 3           |                 | 0               |
| Public Transport Liaison        | 3           | 3               | 9               |
| Mobility Forum                  | 3           |                 | 0               |
| Schools Forum                   | 2           |                 | 0               |
| Sheltered Housing Panel         | 3           |                 | 0               |
| SACRE                           | 6           |                 | 0               |
| Tenants & Leaseholders Panel    | 7           | 4               | 28              |

|                                      |      |  |       |
|--------------------------------------|------|--|-------|
| Wandle Valley Park Trust             | 2    |  | 0     |
| Biggin Hill Consutkative Cttee       | 1    |  | 0     |
| Church Tenments                      | 3    |  | 0     |
| Coast 2 Capital Enterprise           | 1    |  | 0     |
| Coast 2 Capital JC                   | 1    |  | 0     |
| Coulsdon & District Day Nursery      | 2    |  | 0     |
| Croydon almshouses RINC              | 2    |  | 0     |
| Downlands Project                    | 1    |  | 0     |
| Eleanor Shorter Fund                 | 2    |  | 0     |
| Frank Denning Memorial Charity       | 2    |  | 0     |
| GLE                                  | 1    |  | 0     |
| Harman Attwood                       | 1    |  | 0     |
| London Road Safety Council           | 2    |  | 0     |
| London Youth games                   | 2    |  | 0     |
| Mitcham Common Conservators          | 3    |  | 0     |
| Army Liaison 6 Units                 | 11   |  | 0     |
| Safer Neighbourhood Board            | 3    |  | 0     |
| SLAM                                 | 2    |  | 0     |
| Woodmansterne Charities              | 1    |  | 0     |
| Safer Croydon Partnership            | 5    |  | 0     |
| Children & Families Partnership      | 5    |  | 0     |
| Croydon Growth Board                 | 3    |  | 0     |
| Stronger Communities Board           | 5    |  | 0     |
| LSP                                  | 7    |  | 0     |
|                                      |      |  |       |
| Total                                | 341  |  | 1395  |
|                                      |      |  |       |
| Average per councillor               | 4.87 |  | 19.93 |
|                                      |      |  |       |
| Official meetings in diary Jun - Dec |      |  | 70    |
|                                      |      |  |       |
|                                      |      |  |       |
| Council Meetings                     | 70   |  | 490   |
| Council Committees:                  |      |  |       |
| Committees subsumed into cabinet     |      |  |       |
| Planning/Planning Sub                | 10   |  | 220   |
| Licensing                            | 15   |  | 48    |
| General Purposes/Audit               | 12   |  | 48    |
| Traffic Management                   | 6    |  | 30    |
| Cabinet Meetings                     | 20   |  | 200   |
| Council sub-committees subsumed into | 27   |  | 168   |
| Regulatory Panels & sub committees   | 18   |  | 38    |
| Advisory bodies                      | 63   |  | 46    |
| Community asset Management bodies    | 8    |  | 0     |
| Out of Borough Bodies                | 22   |  | 12    |

|  |     |  |      |
|--|-----|--|------|
| Appointments to Croydon 3rd party bod      | 25  |  | 30   |
| Things Councillors No longer do            |     |  |      |
| Other council bodies - Pensions, Staff etc | 45  |  | 65   |
|  |     |  |      |
|  | 341 |  | 1395 |
|  |     |  |      |