

# Scrutiny & Overview Committee

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Leader of the Council Councillor Ali  
Interim Chief Executive Katherine Kerswell

Agenda Item 5

17<sup>th</sup> November 2020

**CROYDON**  
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# Introduction and welcome

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# What are we covering?

1. Introduction and welcome
2. The Croydon Renewal Plan
3. The budget development journey
4. Improvement journey
5. Summary and next steps

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# Key Messages

Cabinet and Council agreed in September 2020 to the development of the Croydon Renewal Plan which is both the plan to develop a sustainable budget over the medium term and the submission to MHCLG to secure the necessary capitalisation direction.

MHCLG will require assurance that;

- we have faced our situation, acknowledge the errors made (for which I repeat my apology) and are clear on what we need to do
- that we have thoroughly checked “under the hood” for any more financial problems
- that we have a high level council improvement plan to take us forward which incorporates the RIPI action plan

AND all together the Croydon Renewal Plan gives them assurance and confidence in our ability to deliver.

**Leader of the Council Councillor Ali**

# Key Messages

Part of the assurance to Government is the MHCLG non statutory Rapid Review, taking place now and due to report at the end of the month – all on target.

They have been tasked to look at our governance, culture and leadership, financial sustainability, services, and our capacity and capability to improve.

As such we need to consider a re-set moment for the council and completely review all our assumptions including our corporate plan, our vision and our values.

Therefore I am sharing with you tonight that at Cabinet next week we will propose a recommendation to replace the existing Corporate Plan as part of the Improvement Programme.

I am sharing with you for the first time the draft new priorities and ways of working from my administration. I welcome Scrutiny's views.

# New administration priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough.

We will focus on providing the best quality core services we can afford.

More detail on our priorities on our new programme will be included in the cabinet report

# New ways of working

We will practise sound financial management, being honest about what we've spent and what we can afford.

We will focus on what we, uniquely, can do as the local authority as the democratically elected leaders of our borough.

We will become a much more transparent, open and honest council.

More detail on our priorities on our new programme will be included in the cabinet report

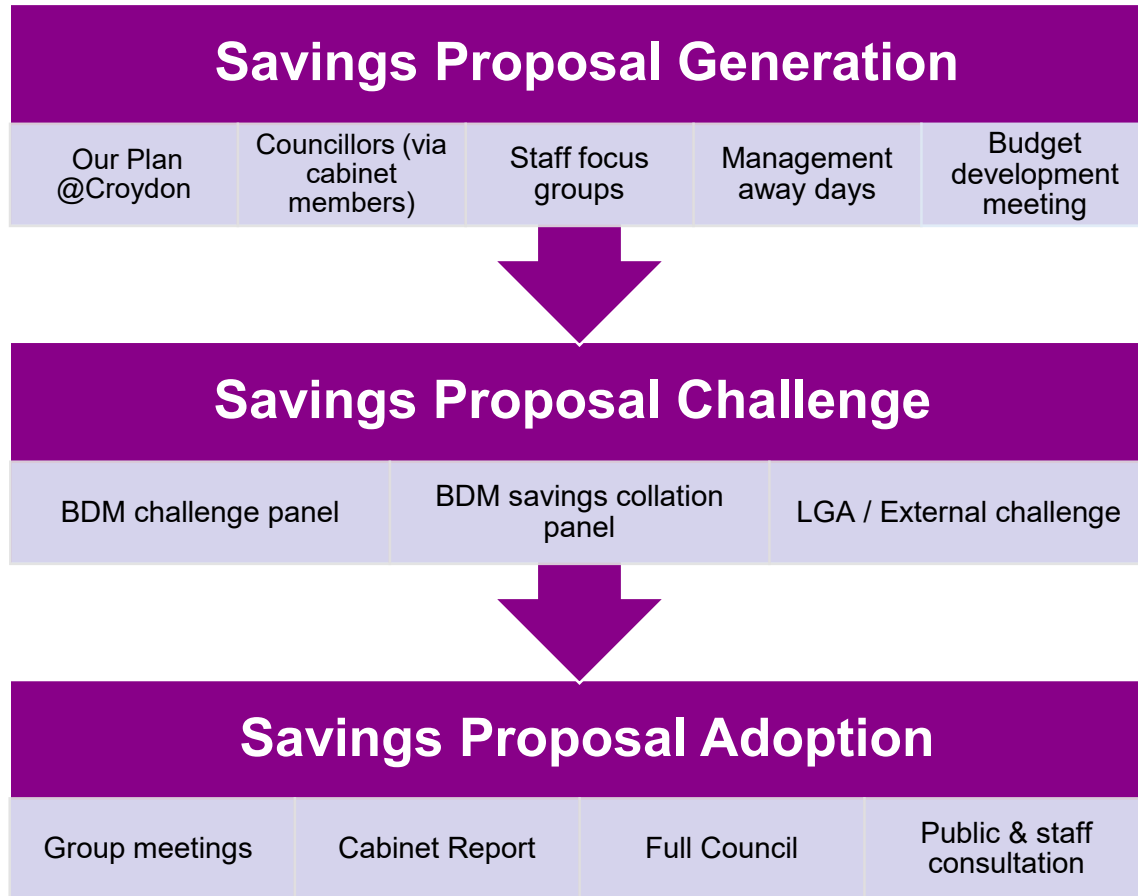
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# The budget development journey

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# Savings Proposal Process:



**Current Progress and next steps**

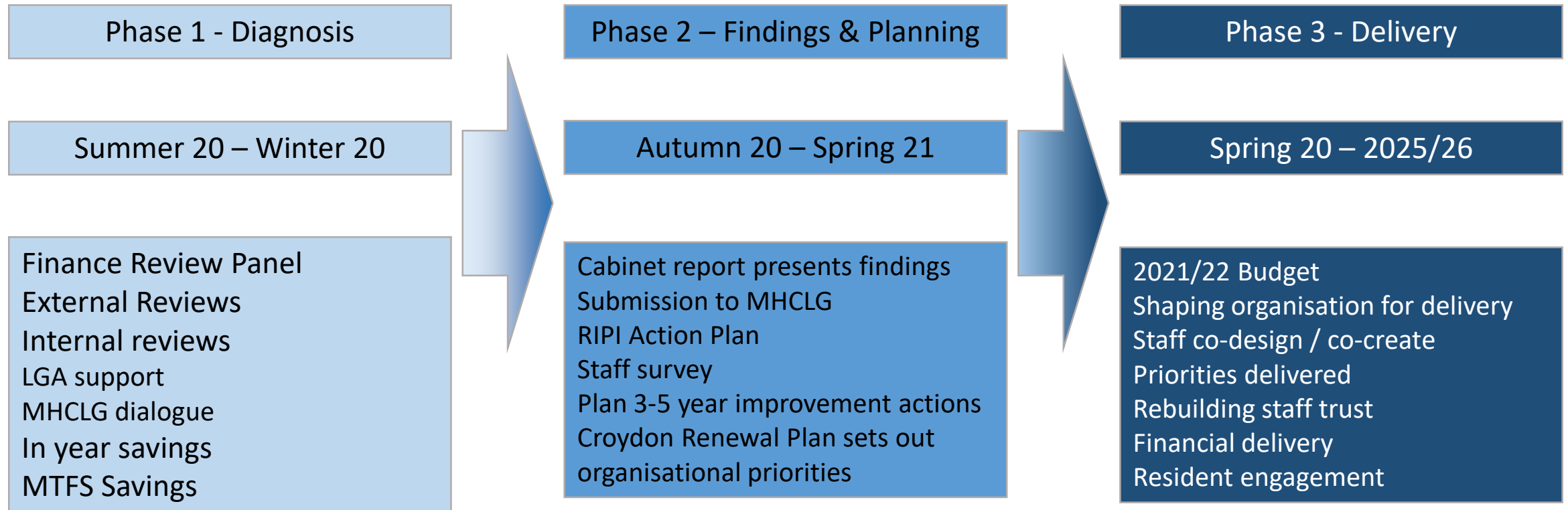
- Budget development meetings commenced in October
- Support from LGA and external reviews is ongoing to test viability
- Budget development continues supported by PwC
- MHCLG submission
- MTFS budget development

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# The improvement journey

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# The scale of the challenge



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Croydon Renewal Plan brings together a range of activities, the budget savings, submission to MHCLG and the Improvement Programme. Those activities will be delivered over a 3 to 5 year time horizon.

# Croydon Renewal Plan

## External workstreams

### Strategic Review of Companies

**Lead: Chris Buss**

**Purpose:** Full review of company structures at Croydon

**Output:** Options report outlining risks and liabilities to factor into MTFS

### Rapid Review

**Lead: Chris Wood**

**Purpose:** review of governance, culture and leadership, services, financial stability, capacity and capability to improve.

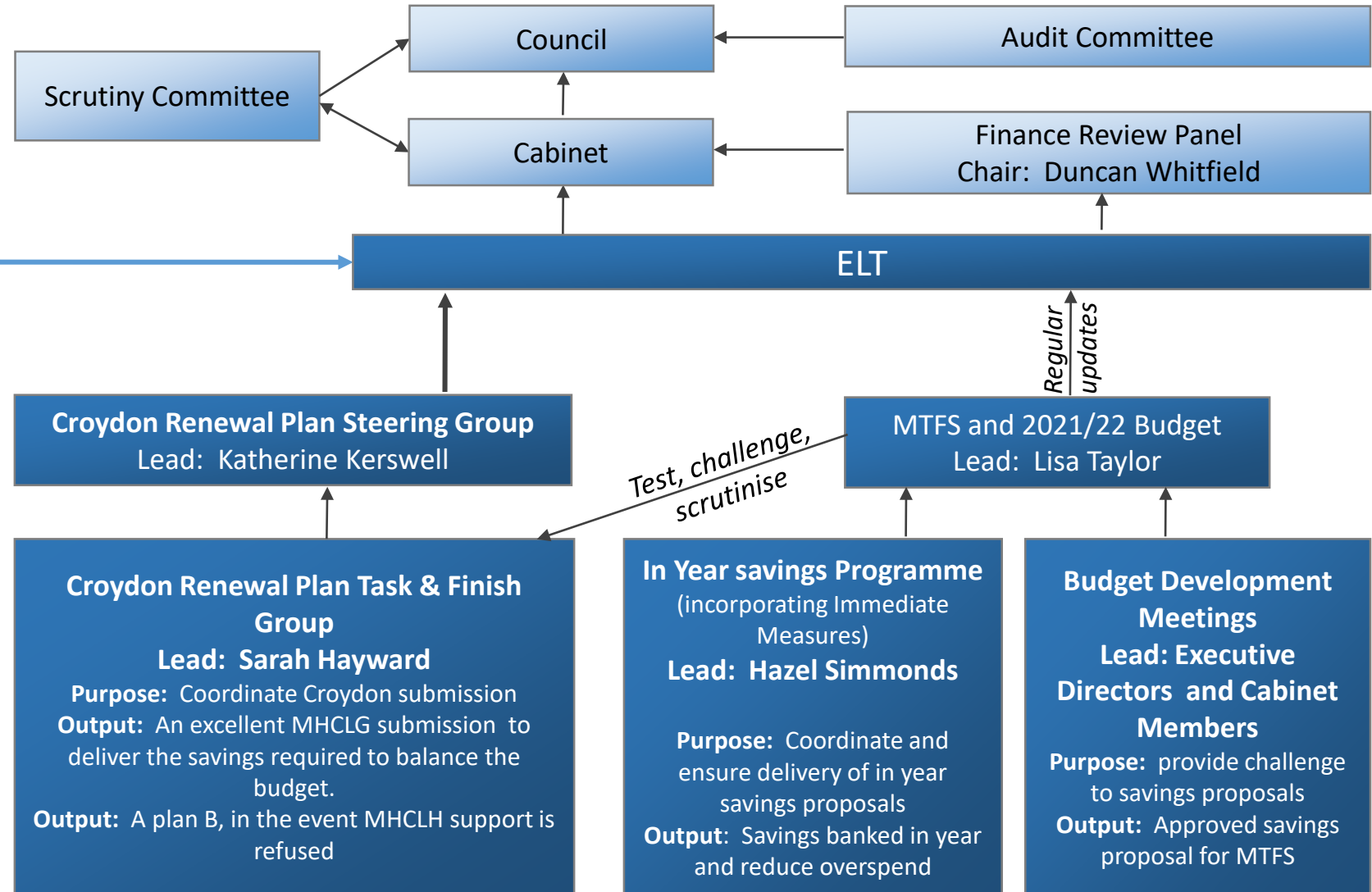
**Output:** Report to Secretary of State outlining strengths and weaknesses at Croydon.

### Finance Review

**Lead: Ian O'Donnell**

**Purpose:** Full root and branch review of financial governance, strategy and planning, leadership, decision making, management and group company structures

**Output:** report with recommendations for improvement



# Phase 1 progress update:

## Significant Actions:

Address Budget Gap

Capital Programme Review

Strategic Review of group companies and entities

Finance Review



## Progress to date:

In Progress

In Progress

Nearing Completion

All actions accepted by GPAC

# Significant events impacting planning:

	Event
1	Report in the Public Interest
2	Political Leadership changes
3	New administration priorities
4	Quarter 2 budget outturn
5	Section 114 notice
6	PwC/LGA support
7	MHCLG rapid review
8	Staff survey
9	Strategic review of companies
10	Capitalisation bid

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# Croydon Renewal Plan

## the approach

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# Principles

In developing our improvement plan we learn from others and listen to our staff and residents,

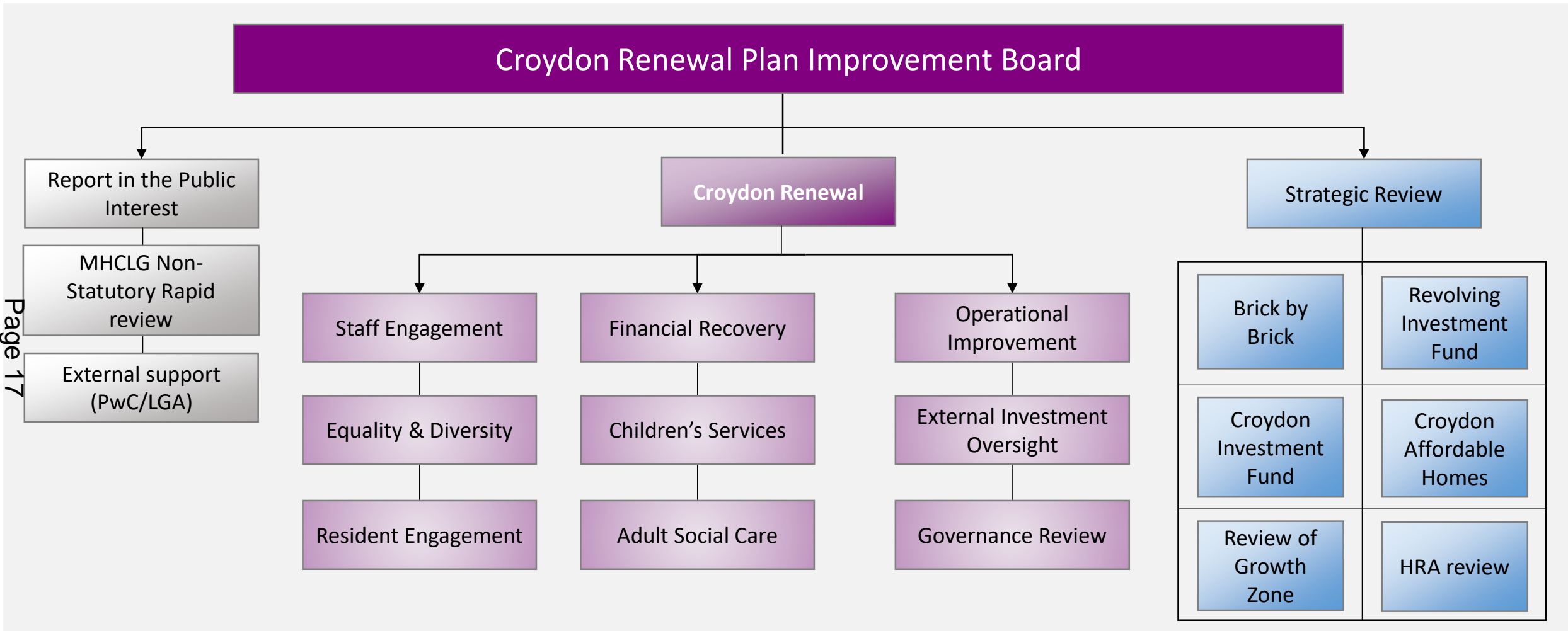
for example

- CIPFA/Solace framework for delivering good governance in local government
- CIPFA Resilience Framework
- CIPFA's financial management code
- McKinsey's 7s framework
- MHCLG's lessons from recent interventions
- Improvement plans and lessons from other authorities, such as Tower Hamlets, Birmingham
- Staff survey and focus groups and webinar feedback
- Seek to properly understand before we act
- Co-design, co-create, no silos, one council



# Independent Improvement Board

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Initial component elements feeding into the Croydon Renewal Plan Improvement Board – subject to review

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