

## Rapid Review Recommendations and Milestones

Rapid Review Recommendation	Response
<p>The Council should produce a single detailed improvement plan in response to all external and internal recommendations and that this should be in place by no later than Dec 15th, 2020.</p>	<p><b>Complete</b> This formed part of our submission to MHCLG in support of a capitalisation request.</p>
<p>The Council should appoint an independent panel of specialist non-executive advisers, who should remain in place for a minimum of 3 years to advise and oversee progress on the improvement plan.</p>	<p><b>Complete</b> Terms of reference for an external panel were developed and consulted on, as set out in the report. However, MHCLG has now appointed a panel of three external improvement advisors.</p>
<p>The Council's budget for 2021/22 should receive the scrutiny of the Council's Finance Review Panel, prior to being presented to the Cabinet and Council and the comments of the Panel should be presented with the budget report.</p>	<p><b>Underway</b> The Council's budget scrutiny process is underway and due to be reported to Cabinet on 1 March and Council on 8 March.</p>
<p>The CEO should produce a revised organisational structure which ensures:</p> <ul style="list-style-type: none"> <li>• the Section 151 officer reports directly to the CEO;</li> <li>• that the executive leadership of the Council is strengthened and has sufficient capability, capacity and experience to lead the recovery;</li> <li>• that there are officers at senior level with sufficient commercial experience and expertise to properly oversee the Council's commercial investment portfolio;</li> <li>• this revised structure should support the establishment of a programme management back office resource which is of sufficient capacity to properly enable and oversee the successful implementation of the single improvement plan;</li> <li>• the Council's Finance Team should be strengthened both in terms of expertise and capacity;</li> <li>• the Leader and interim CEO should produce a timetable for key executive posts to be filled permanently.</li> </ul>	<p><b>Underway</b> Consultation on a senior management restructure has been undertaken. This responds to the issues identified by the rapid review team.</p>
<p>The Council should immediately strengthen its oversight of Brick by Brick by improving communication, monitoring contract information and development milestones and having experienced Non-Execs on the BBB board to</p>	<p><b>Complete</b> New appointments have been made to the BBB Board. Report on BBB is set out elsewhere on the agenda.</p>

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<p>ensure:</p> <ul style="list-style-type: none"> <li>• the appointment of a Director of Finance;</li> <li>• robust BBB financial (P&amp;L and Cashflow) forecasts;</li> <li>• further asset review work to test asset values;</li> <li>• a State Aid compliant capital structure (possibly involving equity as per the original business plan);</li> <li>• a review by the new Finance Director of 3rd party future funding avenues to avoid premature value destruction;</li> <li>• restoration of a collaborative relationship to meet (at least some of) the original goals of providing affordable housing and value creation.</li> </ul>	
<p>The Council should urgently consider and implement alternative uses for the Croydon Park Hotel, including the recent business case to use it for Emergency Temporary Accommodation.</p>	<p><b>Complete</b> Business cases have been reviewed and proposals are set out in the asset strategy.</p>
<p>The Council review its Assurance process and produce a more robust Assurance Framework to ensure that the checks and balances that should be in place to anticipate, alert and escalate any significant potential failings are effective. This Assurance Framework should be agreed with the Council's budget for 2021/22. Within this the Council should give consideration to appointing a Chair from outside the majority group to its General Purpose and Audit Committee.</p>	<p><b>Underway</b> The Croydon Renewal Improvement Plan incorporates a range of actions that will produce a more robust Assurance Framework.</p>
<p>The Council should adopt the practice of the annual external audit report being reported to full Council and should formalise the facility for the CEO, Monitoring Officer and the Section 151 officer to meet with the key audit partner at least annually.</p>	<p><b>Underway</b> The CEO, Monitoring Officer and S151 Officer have met with the audit partner. The annual external audit report will be reported to Full Council.</p>
<p>The Council should undertake a review within 6 months of the implementation of its integrated social care IT systems (ControCC and Liquid Logic) intended to link activity to Finance.</p>	<p><b>Agreed</b> This is fully supported and a project plan is in development.</p>
<p>The Council should undertake a comprehensive review of its eligibility Criteria for Adults Services within 12 months.</p>	<p><b>Underway</b> Our MHCLG submission included a range of actions within Adult Social Care to reduce our expenditure.</p>
<p>The Council should identify opportunities to generate capital receipts to fund capitalisation in lieu of borrowing where possible. It should also</p>	<p><b>Complete</b> Proposals for generating capital receipts were set out in our</p>

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review its capital programme to reduce the need for additional borrowing more generally and thereby reduce the pressure on the revenue budget.	submission to MHCLG in support of the capitalisation request. Review of capital programme has been completed.

Month	Milestone / Action	Progress
<i>(Note: timescales based on November submission – but only published 1 February)</i>		
November 2020	<ul style="list-style-type: none"> <li>Agreement to establish Independent Croydon Renewal Improvement Board (CRIB)</li> </ul>	<b>Complete</b> Draft terms of reference and membership approved
	<ul style="list-style-type: none"> <li>Appoint Board Members to Brick by Brick</li> </ul>	<b>Complete</b>
	<ul style="list-style-type: none"> <li>Consider and agree the recommendations of the PWC review of companies</li> </ul>	<b>Complete</b> Recommendations incorporated in to Croydon Renewal Improvement Plan
December	<ul style="list-style-type: none"> <li>Response to RIPI considered by Scrutiny and Audit committees</li> </ul>	<b>Complete</b> Recommendations incorporated in to Croydon Renewal Improvement Plan
	<ul style="list-style-type: none"> <li>Approve Section 114 budget for 2020/21</li> </ul>	<b>Complete</b> Budget reviewed at Extraordinary Council meeting and capitalisation request made to MHCLG
January 2021	<ul style="list-style-type: none"> <li>Draft 2021/22 budget scrutinised by Finance Review Panel</li> </ul>	<b>Underway</b> The Council's budget scrutiny process is underway and due to be reported to Cabinet on 1 March and Council on 8 March.
	<ul style="list-style-type: none"> <li>Cabinet agrees full response to RIPI</li> </ul>	<b>Complete</b> Recommendations incorporated in to Croydon Renewal Improvement Plan
	<ul style="list-style-type: none"> <li>Cabinet approves Croydon Renewal Improvement Plan (CRIP)</li> </ul>	<b>Complete</b>
	<ul style="list-style-type: none"> <li>Appointment of Director of Finance at Brick by Brick</li> </ul>	<b>Complete</b>
	<ul style="list-style-type: none"> <li>Approve a proposal for the future use of the Croydon Park Hotel</li> </ul>	<b>Underway</b> Business cases have been reviewed and proposals are set out in the asset strategy.
February	<ul style="list-style-type: none"> <li>2020/21 third quarter financial monitoring report to Cabinet</li> </ul>	<b>Underway</b> Third quarter financial

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		monitoring report scheduled for 1 March Cabinet meeting
	<ul style="list-style-type: none"> <li>Central Programme Management Office established</li> </ul>	<b>Complete</b> PMO established and managing implementation of Croydon Renewal Improvement Plan.
	<ul style="list-style-type: none"> <li>Receive the 2nd phase report from PWC on the strategic review of companies and make decisions on the future operation of Brick by Brick</li> </ul>	<b>Complete</b> New appointments have been made to the BBB Board. Report on BBB is set out elsewhere on the agenda.
March	<ul style="list-style-type: none"> <li>Council approval of 21/22 budget</li> </ul>	<b>Underway</b> Budget due to be considered at Cabinet on 1 March and Council on 8 March
	<ul style="list-style-type: none"> <li>In year savings of £X achieved (see Section 114 budget)</li> </ul>	<b>Underway</b> Significant savings delivered. Update will be included in Q3 financial monitoring report.
	<ul style="list-style-type: none"> <li>First meeting of Croydon Renewal Improvement Board (CRIB)</li> </ul>	<b>Alternative complete</b> The MHCLG Improvement Panel has been appointed and is meeting regularly.
	<ul style="list-style-type: none"> <li>Council restructure agreed</li> </ul>	<b>Underway</b> Consultation on a senior management restructure has been undertaken.
April	<ul style="list-style-type: none"> <li>Review of finance/social care IT systems (ControCC/Liquid Logic) to validate effective usage</li> </ul>	<b>Agreed</b> This is fully supported and a project plan is in development.
May	<ul style="list-style-type: none"> <li>First Report from CRIB submitted to Secretary of State</li> </ul>	<b>Alternative underway</b> The MHCLG Improvement Panel has been appointed and will report regularly.
	<ul style="list-style-type: none"> <li>Draft outturn 2020/21 report to Cabinet</li> </ul>	<b>Agreed</b>
June	<ul style="list-style-type: none"> <li>Corporate Finance Performance and Risk Reporting in place</li> </ul>	<b>Underway</b> Improved performance reporting for 2021/22
	<ul style="list-style-type: none"> <li>Finalisation of 2020/21 outturn</li> </ul>	<b>Agreed</b>
July	<ul style="list-style-type: none"> <li>1st Quarter budget performance considered by Independent Improvement Board. Report back to Secretary of State</li> </ul>	<b>Alternative underway</b> The MHCLG Improvement Panel has been appointed and will report regularly.
August		
September		

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October	<ul style="list-style-type: none"> <li>Half year budget performance considered by Cabinet and CRIB. Report back to Secretary of State.</li> </ul>	<p><b>Agreed</b> The MHCLG Improvement Panel has been appointed and will report regularly.</p>
	<ul style="list-style-type: none"> <li>Half year progress on Croydon Renewal Improvement Plan considered by CRIB. Report back to Secretary of State</li> </ul>	<p><b>Alternative underway</b> The MHCLG Improvement Panel has been appointed and will report regularly.</p>