

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATION S (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)
<b>Report: Croydon Renewal Plan</b> (Considered by Scrutiny & Overview Committee on 17 November 2020)						
The Council's culture needs to change and the renewal plan must set in train meaningful proposals to enable this, including developing a mechanism that allows Scrutiny to judge whether progress is being made.	The Committee welcomed the action taken by the executive leadership team to begin to recognise the extent of the workforce challenges, however it is essential that developing a full understanding of the situation be treated as a priority to allow processes to be put in place to ensure change can be driven forward effectively.	Councillors Hamida Ali, Stuart King & Callton Young  Resources	Accept.  The improvement plan will not succeed without inclusive behavior and culture change, which promotes enhanced responsibility and accountability that can be measured.	Katherine Kerswell	Yes.  (may have financial implications, depending on the scale of engagement plan that is required)	From April 2021 ongoing
That the Council should increase the level of General Fund reserves held from its current 3% to 5% target to a more prudent level recommended by Section 151 Officer of around £50m.	The confirmation of the situation regarding the Council's financial reserves in the S114 report was both disappointing and alarming, and as such it was imperative that the necessary steps be taken as part of the financial recovery plans to increase reserves to a prudent level based on an assessment of the risks facing the authority. Measures must be put in place to ensure that the reserves are maintained at the required level with alerts in place should they fall below acceptable levels.	Councillors Hamida Ali, Stuart King & Callton Young  Resources	Accept.	Katherine Kerswell	Yes.  The 2020/21 budget made a provision to increase general fund reserves by £5m in year (this was the first time such a provision has been made for a number of years). The MTFS makes provision to continue to increase General Fund Reserves by a further £5m per annum so by the end of the MTFS period general fund reserves will have increased by £50m. Note current	Annually over the MTFS period
The Council should review its other existing plans and other reviews that are currently being undertaken to avoid duplication or inconsistency.	The Committee welcomed the early opportunity to contribute towards the development of the Croydon Renewal Plan and recognised that it was	Councillors Hamida Ali, Stuart King & Callton Young  Resources	Accept.  The improvement plan has brought together circa 400 recommendations from	Katherine Kerswell	No direct implications.	January 2021

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	still an emerging plan that had yet to evolve into the full set of strategies and action plans to allow for in-depth scrutiny.		various reviews. The programme management structure will provide corporate oversight to avoid duplication or inconsistency.			
That the Council, as part of its proposals, is clear on defining its future operating model.	It was vital that clearly defined steps be taken when designing the future operating model of the organisation, as there were concerns that without this the Council could repeat past mistakes which had led to poor budget setting processes, weak financial monitoring and a failure to deliver promised saving either at pace or at all.	Councillors Hamida Ali, Stuart King & Callton Young  Resources	Accept.  New priorities and new ways of working have been adopted by Council and incorporated in to the Improvement Plan	Katherine Kerswell	No.	December 2020
The Leader and Cabinet must ensure that a robust monitoring and accountability framework is an integral part of the plan, which is transparent to the residents of Croydon, the Council's workforce, and councillors.	It was evident that the appropriate tools required to maintain sound financial management had not been in place to date and in driving forward improvements, robust measures to close the budget gap must be sought and implemented.	Councillors Hamida Ali, Stuart King & Callton Young  Resources	Accept.	Katherine Kerswell	Yes.  To be contained within the growth allocated to the the finance team in the 2021/22 budget (formal approval of budget – Feb 2021 cabinet and March 2021 Council)	April 2021
That the Cabinet is recommended:  a) The Engagement Plan is appended to the Croydon Renewal Plan as it would evidence how engagement with staff, councillors and the community will be included in its renewal plan.	The Committee concluded that: a) The the lack of the senior leadership's maintenance of line of sight and openness had been exposed by recent events and the executive leadership team	Councillors Hamida Ali, Stuart King & Callton Young  Resources	Accept.  Improvements are being made to the performance reporting to improve information to Councillors. We want staff, partners and residents to be at the heart of our improvement	Katherine Kerswell	Yes.  (may have financial implications, depending on the scale of engagement plan that is required)	Ongoing

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b) The Council reassess the mechanisms and processes in place for access to information for Councillors.	<p>must now prioritise addressing this.</p> <p>b) Careful consideration needed be given to the role of the public in the Council's improvement journey and the communication strategy it would adopt to ensure effective dissemination of information to residents.</p> <p>c) Engagement with staff should be sought in order to incorporate their views and ideas in shaping the Council's plans.</p>		<p>journey, and engagement will be a key plank of the renewal plan communications strategy. We will continue to review our communications to ensure we are encouraging feedback and input into the council's plans through a wide range of channels.</p> <p>Rights of access to information for councillors are defined in legislation and set out within the Constitution agreed by full Council. A review of the Access to Information provisions within the Constitution will be undertaken to ascertain if improvements can be made to promote clarity of councillor rights around access to information</p>			
The Council set outs how both the Scrutiny & Overview Committee and the General Purposes and Audit Committee will be facilitated to carry out their governance roles in regards of the Croydon Renewal Plan, including defining the remit of both Committees, the information that will be provided	It was important that the political and executive leadership of the Council supported the Scrutiny & Overview Committee in maintaining a line of sight over the Council's new priorities and principles and in seeking assurance on the trajectory of its	<p>Councillors Hamida Ali, Stuart King &amp; Callton Young</p> <p>Resources</p>	The Constitution approved by full Council currently sets out the terms of reference and responsibilities for the SOC and GPAC. These will be reviewed to ascertain whether any update is required	Jacqueline Harris Baker	NA	NA

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and the level of support that can be expected.	plans and visions as appropriate.		to capture their additional governance roles in regards the Croydon Renewal Plan			
<b>Report: Call In: Proposed Closure of Virgo Fidelis School</b> (Considered by Scrutiny & Overview Committee on 4 February 2021)						
That a further report on the transition of pupils from Virgo Fidelis School be scheduled for a meeting of the Children & Young People Sub-Committee at a date to be determined.	Notwithstanding, the reassurance taken on the transition of former Virgo Fidelis pupils to new schools, it was agreed that further reassurance would be sought by the Children & Young People Sub-Committee, at a later date, on the long-term management of the transition.	Councillor Alisa Flemming  Children Families & Education	Accepted.	Shelley Davies	The outstanding deficit relating to the school has been included in current year monitoring.	The admissions team are working closely with the school and the families to ensure that all pupils at the school have a new school place and a positive transition to a new school.
That an annual report on the schools deficit in the borough be programmed into the work plan for the General Purposes and Audit Committee.	The Committee felt that General Purposes and Audit Committee, as the appropriate Council body for managing risk, should be given oversight of school deficits in the borough on at least an annual basis.	Councillor Alisa Flemming  Children Families & Education	Accepted.	Shelley Davies	N/A	The DSG Management plan will be shared with GPAC at the March meeting and following that will be taken to Schools Forum for approval before it is submitted to the DfE.
That when the Children & Young People Sub-Committee next reviewed school place planning in the borough, that information was included on the demand for faith schools.	The Committee agreed that it would be useful for the Children & Young People Sub-Committee to be provided with information on the demand from Roman Catholic parents for Roman Catholic school places in the borough, when it next considered school place planning.  It was also agreed that consideration should be	Councillor Alisa Flemming  Children Families & Education	Accepted.	Shelley Davies	N/A	Information will be provided for scrutiny when school place planning in the borough is on the agenda.

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	given to the questionnaire on school applications and whether a question could be added on whether faith had a bearing on the choice of school.					
<b>Report: Equalities Strategy</b> (Considered by Scrutiny & Overview Committee on 9 February 2021)						
That targets used to measure the success of the Equalities Strategy are SMART and focussed on improving the lives of the people of Croydon, in areas which the Council had significant influence over.	It was recognised that SMART targets should be used wherever possible, as this would mean the impact of the Equalities Strategy could be measurably demonstrated. It would be preferable if there were a small number of SMART targets for improving the lives of the people of Croydon that the Council had significant influence over.	Councillor David Wood  Resources	Accept.	Gavin Handford	N/A	At this stage we are lacking the data to set targets with confidence that are achievable and realistic, so our focus in year 1 is on improving data and we will review targets in 12 months.
That any previous Equalities Strategies or any other equalities targeted programmes should be reviewed and evaluated as part of the development of the new Strategy.	The Committee felt that past experience should be used to inform the development of the new Equalities Strategy.	Councillor David Wood  Resources	Rejection.  Previous Equality Strategy - Opportunity and Fairness Commission report has been reviewed on an annual basis. Current equality objectives have been reviewed as part of the process of developing the new Strategy. A governance and performance framework has also been put in place to review and evaluate the new strategy going forward. Resources	Gavin Handford	N/A	N/A

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			now need to be focused on delivering against the new strategy, and not further review.			
That there should be analysis of the responses from stakeholders, and the Strategy should reflect how these responses have informed the final strategy.	The Committee concluded that the views of the stakeholders, who responded to the consultation, should be acknowledged in the Strategy.	Councillor David Wood  Resources	Accept.  Equality Strategy consultation report has been developed. This has been published.  Copy of report and final strategy will be sent to stakeholders.	Gavin Handford	N/A	Complete.
That information from across the Council should be compiled into a corporate equalities dashboard.	The Committee agreed that the use of data would be important in demonstrating the impact of the Equalities Strategy. As such it was essential that there was a central, corporate data source that allowed progress in implementing the Strategy to be monitored.	Councillor David Wood  Resources	Accept.	Gavin Handford	N/A	The work on the dashboard is progressing and is expected to be completed in year 1 of the strategy.
The Equalities Strategy should be shared with the officer preparing the Autism Strategy.	The Committee concluded that there was a synergy with the Autism Strategy, which was currently being developed, and as such the two strategies should be reviewed to ensure that they were mutually compatible.	Councillor David Wood  Resources	Accept.  Equality Strategy has been shared with Autism Social Inclusion Lead	Gavin Handford	N/A	Complete.
That a process for reviewing the Equalities Strategy in light of any new data sources, such as census data, becoming	The Committee noted that the next census was due to start this year and as such agreed that it would be an important source of data for the Strategy.	Councillor David Wood  Resources	Accept.  The Equality Strategy and supporting actions are 'living' documents. The strategy and	Gavin Handford		Annual.

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available, should be built into the Strategy.			action plan will be refreshed every year to ensure that our policy and practice takes into account any emerging and prevalent national and local priorities this will include any new data sources			
<b>Report: Review of Brick by Brick</b> (Considered by Scrutiny & Overview Committee on 9 February 2021)						
That a mechanism be put in place to ensure additional scrutiny of any further lending to Brick by Brick, above and beyond that identified in the review of future options for the company.	Although the report identified that a loan of less than £10m to Brick by Brick was required to deliver the preferred option, the Committee recognised that there were risks that may impact upon the amount of money required. Should a loan exceeding the identified £10m or a further loan be required, there needed to be a mechanism in place to allow additional scrutiny.	Councillor Hamida Ali  Resources	Accepted.	Katherine Kerswell	The financial implications of additional lending have been factored in to the budget and MTFS – as has the expected repayment of loan balances.	Only required if loan requirement is exceeded, therefore no timetable as it is at present not anticipated that the level will be exceeded.
That consideration is given to how the Executive team will track and evidence that risk management processes are being embedded across the Council.	The Committee welcomed the reassurance that work was underway to embed risk management processes throughout the Council, but questioned how this could be evidenced going forwards.	Councillor Hamida Ali  Resources	Accepted.  Recommendation accepted and application of a more robust approach approved by CEO and ELT to ensure compliance with all elements of the Councils' Risk Management Framework	Katherine Kerswell	Risks relating to Brick by Brick loans and accrued interest are factored in to the current budget monitoring and future MTFS.	With immediate effect utilising CEO and Assist CEO endorsement. CPMO actively working with Risk Team and L & OD to ensure effective embedding across Council. Increased scrutiny already in place through GPAC activity. The development of a more rigorous approach to risk management will



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						be raised as an agenda item at the upcoming fortnightly Programme Delivery Steering Group meeting which is chaired by the interim chief executive.
That a mechanism is put in place to review the confidential information set out in the report, to allow it to be publicly released once appropriate to do so.	The Committee recognised that there would be considerable public interest in the financial details set out in the confidential section of the Review of Brick by Brick report and felt that releasing this information should be reviewed, once it was no longer considered to be commercially sensitive.	Councillor Hamida Ali  Resources	Accepted.	Katherine Kerswell	None.	After final decision is made in May then decision can be made.
That a regular review be undertaken of all Council companies, with the outcomes from this review reported to Scrutiny.	As a key learning point from the experience of the Council with Brick by Brick, the Committee felt that a process should be put in place to review any external companies owned by the Council at regular intervals, to ensure that they were achieving their intended outcomes and remained fit for purpose.	Councillor Hamida Ali  Resources	Accepted.	Katherine Kerswell	Monitoring of any financial implications to the Council from this review will be incorporated into financial monitoring.	Review to be undertaken and completed by December 2021.
That a review be undertaken of past lending to Brick by Brick to provide greater clarity over the arrangements and to ensure that the arrangements were legally compliant.	The Committee retained a concern about the past lending arrangements with Brick by Brick and felt that further investigation was required to understand the arrangements and to ensure that any such lending was legally compliant.	Councillor Hamida Ali  Resources	Rejected.  The Council has limited resources to undertake this type of post mortem, it is more important to ensure that good practice is	Katherine Kerswell	N/A	N/A



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			embedded into future arrangements. The Value for Money review from Grant Thornton into the work on Fairfield Hall will add more to our understanding on this issue.			
<b>Report: Interim Asset Disposal Strategy</b> (Considered by Scrutiny & Overview Committee on 9 February 2021)						
That further information be included within the report, for when it is considered by Cabinet, on the potential options for the Croydon Park Hotel to allow a more informed judgement to be made on the best way forward.	Although the Committee were satisfied with the approach proposed in the Interim Asset Disposal Strategy, it felt that there was not enough information included within the report to reach any conclusions on the identified options for the Croydon Park Hotel.	Councillor Stuart King  Place	Accepted and enacted.	Ozay Ali	Assumptions around capital receipts are included in the MTFs and are factored in to forecast interest payments and MRP charges.	Completed.
That the information set out in the in confidential section of the report be reviewed to establish whether it would be possible to make public the list of assets identified for disposal and if not, further clarity as to the reasons should be added to the report.	The Committee recognised that there would be considerable public interest in the list of assets identified for disposal set out in the confidential appendix to the report, and felt that further consideration was needed over how this information could be brought into the public domain.	Councillor Stuart King  Place	Each case will be considered according to commercial risk but agreed to include the first tranche of sites for 2021/22 in Part A of the report.  Publication of other sites will follow final approval to sell, subject to delegated authorities.  The approved procedure is adequate and requires no change in respect of publication, but officers	Ozay Ali	Any delays in progressing sales will cost the Council in terms of delayed capital receipts and ongoing holding costs.	N/A

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			<p>will ensure the Comms Teams are well briefed on potential sales as part of any publication process.</p> <p>Publication too early may cause additional complications in relation to ensuring that the Council receives best consideration</p>			
That the process for consulting and informing Ward Councillors about decisions to be taken on assets in their local area be reviewed to ensure it was fit for purpose.	The Committee highlighted a concern that consultation with Ward Councillors about decisions on assets in their local areas had in the past been intermittent at best.	Councillor Stuart King  Place	<p>Accepted.</p> <p>Agreed and the process is being changed to require notification and consultation with local ward members and cabinet as required</p>	Ozay Ali	Any delays in progressing sales will cost the Council in terms of delayed capital receipts and ongoing holding costs	Process is changed with immediate effect.
<b>Report: Budget 2021-22</b> (Considered by Scrutiny & Overview Committee on 16 February 2021)						
That regular monitoring reports on the budget and performance of Children and Adults Social Care is scheduled for meetings of the relevant Scrutiny Sub-Committees throughout 2021-22.	<p>a. There was concern about the deliverability of the Adults and Social Care budgets, particularly the savings which targeted a reduction in the number adults in the care system. To ensure that there was not an adverse impact, it was agreed that the budget and performance would be regularly</p>	Councillor Janet Campbell  Health, Wellbeing and Adults	Accept.	Annette McPartland	None.	<p>a. Adults budget is now being monitored monthly, and there are fortnightly efficiencies updates to the corporate programme steering group, and monthly updates to the Improvement panel.</p> <p>Scrutiny Clerk to ensure Budget is added to the</p>

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	monitored by their respective Scrutiny Sub- Committees.					agenda for health and social care Sub Committee and request papers as recommended.
	b. There was concern about the deliverability of the Children's Social Care budgets, particularly the savings which targeted a reduction in the number of children in the care system. To ensure that there was not an adverse impact, it was agreed that the budget and performance of these services would be regularly monitored by their respective Scrutiny Sub- Committees.	Councillor Alisa Flemming  Children, Families and Education	Accept.	Debbie Jones	None.	b. There is a performance scorecard that goes to Children and Young People's Sub Committee as a standing item for both Education and Children's Social Care.  Scrutiny Clerk to ensure Budget is added to the agenda for Children and Young People's Sub Committee and request papers as recommended.
That performance indicators are created which allow the Scrutiny and Overview Committee, and the wider political and corporate leadership, to monitor the effectiveness of the work to implement cultural change across the Council in regard of financial monitoring and controls.	As the delivery of the budget was predicated on changing the culture with the Council toward finance control, it was questioned how it could be demonstrated to the Committee that these cultural changes were being embedded across the organisation.	Councillors Hamida Ali, Stuart King & Callton Young  Resources	Accept.	Katherine Kerswell	None.	The proof of change of culture is in results.  Forecasting will be monthly publicly reported and will demonstrate the extent to which cultural change has been embraced by the organization.

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That the General Purposes and Audit Committee received regular reports on the risks identified in the budget, to provide reassurance that these were being managed effectively.	It was agreed that there should be Member oversight of the potential risks arising from the savings programme, to ensure there could be confidence that these were being managed appropriately and mitigation identified as needed. Given that risk sat within the remit of the General Purposes and Audit Committee, it would be appropriate for them to receive regular updates on the risks associated with the delivery of the budget.	Councillor Callton Young  Resources	Accept.	Chris Buss	None.	Regular quarterly reports to be made GPAC after the end of each quarter so first report will be in July.
That an update be provided to the Members of the Scrutiny & Overview Committee to confirm how corporate monitoring of the budget will enable potential, unforeseen consequences arising from the savings programme to be identified at an early stage.	There remained concern that there could be potential, unforeseen consequences arising as a result of the savings programme and further reassurance was required to confirm how these would be picked up through the corporate monitoring process.	Councillors Stuart King & Callton Young  Resources	Accept.	Chris Buss	None.	Commitment to publish Monthly forecast Starting with April Cabinet M 10 20/21 will enable public oversight of financial position.
That timely updates are provided to the Scrutiny & Overview Committee on any major alterations to the Council's in-year budget over the life of the Medium Term Financial Strategy.	Although the Committee accepted the reassurance that the budget outcome for the remainder of 2020-21 was reasonably certain, it was agreed that should there be any major alterations to the budget going forward over the life of the Medium Term Financial Strategy, it should be reported to the Committee.	Councillors Stuart King & Callton Young  Resources	Accept.	Chris Buss	None.	Any Changes in the budget will be reported in the forecast report that will be reported to cabinet on a monthly basis.  The MTFS will be refreshed over the summer and reported to cabinet

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