

**APPENDIX 1a - ACTION PLAN IN RESPONSE TO THE REPORT IN PUBLIC INTEREST – OUTSTANDING ACTIONS AT QUARTER 3,
JANUARY 2022**

1. The Council has fully accepted all recommendations made by the external auditor (R1-R20)
2. The Council has added additional recommendations LBC1-4.
3. There are 9 high priority recommendations from the external auditor for the Council to urgently address:
4. Actions marked as “GPAC/SOC” recommendation came from their input following consultation carried out in Dec 2020/Jan 2021

High Priority Actions	High Priority Actions
R1a Children’s Social Care	R12 Revolving Investment Fund
R1b Adult Social Care	R14 Treasury Management
R2 Adequacy of Council Reserves	R18 Ongoing investment in Brick by Brick
R3 Use of Transformation Funding	R20 Governance of subsidiaries
R9 Budget Challenge/Rigour	

A note has been made against actions that do not represent “one-off” measures but instead represent actions, principles and values that should be continually delivered or established as repeating tasks. These actions will be marked as Business as Usual (BAU) in the “Status/Updated Deadline” column.

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Overall accountability for the action plan rests with the Chief Executive

<p>Recommendation 2 – HIGH PRIORITY The Council (including Cabinet and Scrutiny and Overview Committee) should challenge the adequacy of the reserves assessment which should include a risk assessment before approving the budget.</p>
<p>Cabinet Member Accountability: Councillor King, Cabinet Member for Croydon Renewal</p>

Action	Original Deadline	Progress made to December 2021 (Quarter 3)	Status/Updated Deadline	Accountability
<p>iii) Training to be delivered to relevant members to raise understanding of reserves</p>	<p>GPAC/SOC Recommendation</p>	<p>The Local Government Association delivered training to Scrutiny and Overview Committee on 27th October 2021 and to General Purposes and Audit Committee on 22 November 2021.</p> <p>Training delivered to members in Autumn 2021 and will be repeated annually.</p> <p>The training offer will be refreshed annually and continually offered to members as BAU going forward. A member induction programme planned for May 2022 will be informed by the RIPI recommendations.</p>	<p>COMPLETE – Q3</p>	<p>Interim Corporate Director of Resources (Section 151)</p>
<p>iv) Council to identify the most appropriate mechanism for the Scrutiny & Overview Committee to monitor and assess progress made against delivering the budget throughout the year. As a part of this any update would need to provide reassurance that effective budget controls are in place to mitigate against potential pressures.</p>	<p>GPAC/SOC Recommendation</p>	<p>Monthly reports are taken to Cabinet and to Scrutiny and Overview Committee. Officers will continue to take monthly in year financial reporting monitor to each meeting of Scrutiny and Overview Committee.</p>	<p>COMPLETE – Q3</p>	<p>Interim Corporate Director of Resources (Section 151)</p>

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Furthermore, the Council is to consider approach to providing reassurance to Members that effective budget controls were in place to mitigate against potential risks to the delivery of the budget.				
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Recommendation 3 – HIGH PRIORITY
 The Chief Executive should oversee a review of the outcomes achieved from the use of transformation funding to demonstrate that the funding has been applied in accordance with the aim of the scheme.

Cabinet Member Accountability: Councillor King, Cabinet Member for Croydon Renewal

Action	Original Deadline	Progress made to December 2021 (Quarter 3)	Status/Updated Deadline	Accountability
ii) Training to be delivered to relevant members on transformation funding to raise understanding.	GPAC/SOC Recommendation	Training on transformation funding is covered in the overall training referenced in recommendation 2(iii) above. Budget reports in January / February 22 will include a section on transformation funding to ensure members have a full understanding.	In-progress	Interim Corporate Director of Resources (Section 151)

Recommendation 4
 The s151 Officer should set out the strategy for applying capital receipts for transformation annually as part of the budget setting process.

Cabinet Member Accountability: Councillor King, Cabinet Member for Croydon Renewal

Action	Original Deadline	Progress made to December 2021 (Quarter 3)	Status/Updated Deadline	Accountability
iii) There will be an annual report to the Scrutiny & Overview Committee and GPAC on the use of transformation funding and the delivery of schemes. A corporate strategy needs to be developed to assess future transformation projects prior to funding. This should include a	December 2021 updated deadline June 2022	A report was taken to Council in July 21 detailing a list of transformation projects with intended savings to the Council. The July 2021 Council paper indicated that the Council's capital receipts may be used to fund the Transformation schemes, as allowed	In-progress	Interim Corporate Director of Resources (Section 151)

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<p>requirement to identify the intended outcomes, risk exposure, ongoing affordability, how success will be measured, how progress will be tracked, and any interdependencies with other projects and any wider benefits.</p>		<p>under the Flexible Use of Capital Receipts legislation.</p> <p>Based on the capital receipts the Council will receive in 21/22 further bids for transformation funding is being considered and information gathered to test the need for this funding to deliver further savings.</p> <p>Transformation Funding is scheduled for General Purposes and Audit Committee agenda February 3rd 2022.</p> <p>Report will be done on an annual basis with the first one due in June 2022.</p>		
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Recommendation 5
 The General Purposes and Audit Committee should receive reports on the actions being taken to address the Dedicated Schools Grant deficit and challenge whether sufficient progress is being made.

Cabinet Member Accountability: Councillor Flemming, Cabinet Member for Children, Young People and Learning

Action	Original Deadline	Progress made to December 2021 (Quarter 3)	Status/Updated Deadline	Accountability
<p>iv) Implement the 'New Approach to Special Educational Needs delivery' strategy working with schools to ensure that more of our Special Educational Needs pupils are educated in mainstream provision to include:</p> <ul style="list-style-type: none"> Developing more capacity within the post-16 provision 	<p>Early adopter Locality areas from September 2020</p> <p>Ongoing discussions with current provider (Croydon College) for 2020/21 academic year Opened September 2020 in temporary location and from</p>	<p>Project widened to include further two locality areas.</p> <p>Model being incorporated into SEND Governance Model</p> <p>Further modelling on this being a borough wide model is in progress</p>	<p>In-progress</p>	<p>Interim Director of Education</p>

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<ul style="list-style-type: none"> Opening of new Special Educational Needs free schools 	September 2021 in substantive location			
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Recommendation 6
 The Executive Director Children, Families and Education needs to review the services provided to UASC and to identify options to meet their needs within the grant funding provided by the Home Office.

Cabinet Member Accountability: Councillor Flemming, Cabinet Member for Children, Young People and Learning

Action	Original Deadline	Progress made to December 2021 (Quarter 3)	Status/Updated Deadline	Accountability
ii) Negotiate with the Home Office and Department for Education to secure the same financial support provided to other port of entry authorities such as Kent and Portsmouth to cover the exceptional overhead costs caused by the volume of unaccompanied asylum seeking children received in the Borough. <ul style="list-style-type: none"> Full cost recovery for exceptional overheads provided by Croydon such as age assessments, the social care duty service at Lunar House and legal fees. Due to volumes in the Borough from its port of entry position, these cannot be absorbed within normal overhead cost as per all other local authorities. Increased funding for children cared for over and above the voluntary national rate to match the funding of Croydon's children in care. 	Initial meeting had in November 2020	Confirmation of grant funding of £2.35 million received from the Home Office and DfE at the end of August for the current financial year in recognition of the exceptional additional costs to Croydon. Further representations planned to address the projected shortfall in 2022/23 and 2023/24	In-progress	Interim Corporate Director, Children Families and Education

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Recommendation 8
The Cabinet reports on the financial position need to improve the transparency of reporting of any remedial action taken to address in year overspends.

Cabinet Member Accountability: Councillor Young, Cabinet Member for Resources and Financial Governance and Councillor King, Cabinet Member for Croydon Renewal

Action	Original Deadline	Progress made to December 2021 (Quarter 3)	Status/Updated Deadline	Accountability
iii) A review of the capacity within the Finance Team to ensure there is adequate support for departmental cost centre managers to fulfil their responsibilities as budget holders.	November 2020	<p>Additional capacity provided through £1m budget increase approved in March budget – currently funding extra capacity using agency staff</p> <p>Agency staff covering posts at present will remain in position until permanent / fixed term staff is recruited.</p> <p>Role of Executive Director has been advertised and is now closed</p> <p>Restructure proposals being put together for consultation for January advertising campaign</p>	COMPLETE – Q3	<p>Interim Corporate Director of Resources (Section 151)</p> <p>Interim Director of Finance (Deputy S.151)</p>

Recommendation 10
The General Purposes and Audit Committee must challenge officers on the progress in implementing the Financial Consultant’s recommendations to improve the budget setting, monitoring and reporting process and actions to address the Head of Internal Audit’s concerns on internal controls.

Member Accountability: Councillor Karen Jewitt, Chair of General Purposes and Audit Committee

Action	Original Deadline	Progress made to December 2021 (Quarter 3)	Status/Updated Deadline	Accountability
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<p>i) Delivery of the Financial Consultant's recommendations and the Head of Internal Audit's concerns will be reported to the General Purposes and Audit Committee and to the Improvement Board as part of the Croydon Renewal Plan.</p>	<p>October 2020</p> <p>Actions should be embedded into regular cycle by March 22</p>	<p>As Reported to General Purposes and Audit Committee (16th Sep 2021), 48 of the recommendations have been embedded into business as usual or completed as required one-off tasks. This includes all the priority 1 to 3 tasks</p> <p>27 tasks remain to be fully completed or embedded and are designated as amber risk as they remain to be completed</p> <p>These remaining tasks largely relate to activities that take place once a year as part of budget setting or year-end work and are thus pending.</p> <p>An update is scheduled for GPAC in the new year.</p>	<p>In-progress</p>	<p>Interim Corporate Director of Resources (Section 151)</p> <p>Interim Director of Finance (Deputy S.151)</p>
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Recommendation 11

The s151 officer needs to revisit the Growth Zone assumptions following the pandemic and make recommendations to Cabinet and Council for the continued investment in the scheme.

Cabinet Member Accountability: Councillor King, Cabinet Member for Croydon Renewal

Action	Original Deadline	Progress made to December 2021 (Quarter 3)	Status/Updated Deadline	Accountability
<p>ii) Revised financial model profile to be presented alongside budget review in February 2021 to Cabinet, General Purposes and Audit Committee and the Scrutiny and Overview Committee.</p>	<p>February 2021</p>	<p>Budget report for 6th December sets out the current progress in bridging the £38m gap for 2022/23 and set out many of the risks the Council faces.</p> <p>Further reports on the budget in January and February will build on that position and fully address points raised in this item.</p>	<p>COMPLETE – Q3</p>	<p>Interim Director of Finance (Deputy S.151)</p>

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		<p>Tracker on budget proposals adopted and is tracking progress with an audit log to identify changes to proposals and remaining gap.</p> <p>Monthly monitoring report full details of risks and opportunities alongside forecast in-year position.</p>		
iv) The Council needs a mechanism in place to review projects to use the learning to inform any future work. This should be extended across all areas of the Council, with learning retained centrally as a corporate resources.	March 2022	<p>Project closure process in place as part of the governance of all projects. Monthly Steering Group meetings continue to review and draw out lessons learned across Renewing Croydon programme.</p> <p>The Programme Management Framework has been developed and published on the intranet and shared with the Community of Practice. Further work is needed to embed the process across the organisation.</p> <p>Internal Audit have flagged the process put in place as not fully embedded. Status has been moved from complete to in-progress.</p>	In-progress	Director of Policy, Programmes and Performance
<p>Recommendation 12 – HIGH PRIORITY The s151 officer should review the financial rationale and associated risks and make recommendations to Cabinet and Council on whether the Revolving Investment Fund should continue.</p>				
<p>Cabinet Member Accountability: Councillor King, Cabinet Member for Croydon Renewal</p>				
Action	Original Deadline	Progress made to December 2021 (Quarter 3)	Status/Updated Deadline	Accountability
ii) Recommendations to be presented alongside budget review in Feb 2021 to Cabinet, General Purposes and Audit Committee and Scrutiny and Overview	February 2021	As requested, budget position and proposals / risks will be presented to GPAC.	In-progress	Interim Director of Finance (Deputy S.151)

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		Internal Audit have flagged the process put in place as not fully embedded. Status has been moved from complete to in-progress.		
Recommendation 13				
The s151 officer should review the purchase of Croydon Park Hotel to identify lessons learned to strengthen future due diligence arrangements.				
Cabinet Member Accountability: Councillor King, Cabinet Member for Croydon Renewal				
Action	Original Deadline	Progress made to December 2021 (Quarter 3)	Status/Updated Deadline	Accountability
ii) Recommendations, including lessons learned, will inform changes required to governance arrangements and training/development that might be required. These recommendations to be presented alongside budget review in February 2021 to Cabinet, General Purposes and Audit Committee and Scrutiny and Overview.	January 2021	<p>A paper is being presented to the Cabinet Member for Croydon Renewal and the Cabinet Member lead for Resources on 21 December 2021. The objective is that this paper is progressed to General Purposes and Audit Committee at the earliest opportunity. The focus of the paper is:</p> <ul style="list-style-type: none"> • Review of lessons learned from the acquisition of Croydon Park Hotel with a view to strengthen due diligence and governance arrangements going forward. • Property Investment Performance - in particular focussing on the performance of Colonades, Vulcan Way & Imperial Way, as well as reflection on why L.B. Croydon investment performance might differ from private sector investment performance. This will include matters such as the imposition on our operators of London Living Wage, 	In-progress	Interim Director of Commercial Investment

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		<p>selection of occupiers aligned to corporate objectives and administration.</p> <ul style="list-style-type: none"> Update on emerging Asset Strategy, which shall update and continue the work from the Interim Asset Disposal Strategy (Feb 2021). 		
<p>iii) Review and re-write the asset investment strategy that was approved by Cabinet in October 2018 incorporating advice from each of the Strategic Reviews. The review will explicitly consider best practice from the sector and lessons learned from other local authorities, the external auditor and the National Audit Office on effective investment practice.</p>	<p>March 2021</p> <p>Updated deadline March 2022</p>	<p>A consultant has been appointed and progress is being made. However there will be an 8 week delay in taking the strategy to Cabinet. The strategy is now scheduled to go to March 22 Cabinet.</p>	In-progress	Interim Director of Commercial Investment

Recommendation 16

The s151 officer should revisit the Minimum Revenue Provision policy to demonstrate that a prudent approach is being taken.

Cabinet Member Accountability: Councillor King Cabinet Member for Croydon Renewal

Action	Original Deadline	Progress made to December 2021 (Quarter 3)	Status/Updated Deadline	Accountability
<p>i) Link Asset Management has been commissioned to carry out a review of the Minimum Revenue Position policy. The report with recommendations will be discussed with General Purposes and Audit Committee and then on to Cabinet.</p>	December 2020	<p>Minimum Revenue Provision being re-calculated and forecast based on capital proposals and likely capital receipts and is being determined in accordance with regulations pertaining to MRP and policy.</p> <p>Work in progress (MRP policy) – Update to Cabinet is scheduled for February 22.</p>	In-progress	Interim Director of Finance (Deputy S.151)

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Recommendation 17
The Cabinet and Council should reconsider the financial business case for continuing to invest in Brick by Brick before agreeing any further borrowing.

Cabinet Member Accountability: Councillor Hamida Ali, Leader of the Council

Action	Original Deadline	Progress made to December 2021 (Quarter 3)	Status/Updated Deadline	Accountability
i) PwC has been commissioned to undertake a strategic review of Brick by Brick with completion expected in November 2020. The report with recommendations regarding the financial business case will be reviewed by the Scrutiny and Overview Committee prior to being presented to Cabinet.	December 2020	5 sites are on the market (no development underway); 23 sites are being developed out by BBB and subject to monthly monitoring (November 2021 Cabinet refers). Approximately 40 additional sites that were considered by BBB are now being evaluated by L.B. Croydon.	In-progress	Chief Executive Officer Interim Director of Commercial Investment

Recommendation 20 – HIGH PRIORITY
The Cabinet and Council should review its arrangements to govern its interest in subsidiaries, how the subsidiaries are linked, and the long-term impact of the subsidiaries on the Council’s financial position and how the Council’s and taxpayers’ interest is safeguarded.

Cabinet Member Accountability: Councillor Young, Cabinet Member for Resources and Financial Governance

Action	Original Deadline	Progress made to December 2021 (Quarter 3)	Status/Updated Deadline	Accountability
v) Essential mandatory training will be undertaken on an annual basis and the retention of the director role for each Councillor and Council official will rely on completion of the recommended training.	March 2021	The first training session with the Council’s external legal partners has been agreed and will take place in early 2022 at a time and date most convenient for key directors. Responsibility to continue as BAU. The first CCSMP report is expected to be presented to Cabinet in February 2022.	In-progress	Interim Corporate Director of Resources (Section 151) Interim Director of Commercial Investment

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vi) The impact of these changes will need to be reflected in the Council's Constitution and relevant protocols.	March 2021	Changes to the constitution will be considered as part of the wider changes to be implemented for the constitution. CCSMP will liaise with the relevant working group dealing with the Council's constitution changes.	In-progress	Interim Corporate Director of Resources (Section 151) Interim Director of Commercial Investment
vii) Support for the effective governance of the Council's subsidiaries and retaining a corporate overview of activity of individual companies and the whole group of companies is to be developed.	March 2021	Responsibility to continue as BAU. The first CCSMP report is expected to be presented to Cabinet in February 2022. CCSMP will meet monthly to retain overview over subsidiaries.	In-progress	Interim Corporate Director of Resources (Section 151) Interim Director of Commercial Investment
viii) Raise awareness of the timing of the Annual General Meetings of subsidiaries amongst Members.	GPAC/SOC Recommendation	Responsibility to continue as BAU. The first CCSMP report is expected to be presented to Cabinet in February 2022.	In-progress	Interim Corporate Director of Resources (Section 151) Interim Director of Commercial Investment
ix) Cost effective mechanism to publish Board membership of Council subsidiaries to be investigated	GPAC/SOC Recommendation	Responsibility to continue as BAU. The first CCSMP report is expected to be presented to Cabinet in February 2022.	In-progress	Interim Corporate Director of Resources (Section 151) Interim Director of Commercial Investment

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LBC Recommendation 1				
Given the challenges ahead there will need to be improvement of the Council's approach to risk management to enable a satisfactory turnaround of the financial position.				
Cabinet Member Accountability: Councillor King Cabinet Member for Croydon Renewal				
Action	Original Deadline	Progress made to December 2021 (Quarter 3)	Status/Updated Deadline	Accountability
i) An externally led review of the Council's appetite for risk needs to be undertaken with Members and Officers to ensure that the council's financial capacity for managing risk is fully understood.	January 2021	<p>The Council has undertaken benchmarking in relation to ear-marked and General Fund reserves and our general reserves compare favourably to outer London Boroughs.</p> <p>An external review will be undertaken at a future date once we've fully completed internal reviews.</p> <p>Risk factors are being incorporated into monthly monitoring reports and throughout budget setting process.</p> <p>Level of risk and appetite is being assessed and is being incorporated into the strategy of rebuilding general and earmarked reserves accordingly.</p>	In-progress	Interim Director of Finance (Deputy Section 151)
iii) Risk considerations to be made at the outset of all new decisions will ensure the Council has capacity, capability and financial resources needed to deliver. The assessment of risk is on the individual decision and its impact on the whole of the Council.	November 2020	<p>Corporate Risk register has been further developed with monthly review of all corporately rated red risks/financial risks taking place at CMT to ensure top level leadership.</p> <p>All new projects will take into account level of all risks and appetite.</p>	In-progress	<p>Interim Director of Finance (Deputy Section 151)</p> <p>Head of Insurance, Anti-Fraud & Risk</p>

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		All financial risks associated with budget changes are scrutinised via Star Chamber budget setting process. Financial and other risks are outlined in Cabinet reports.		
iv) Develop training for Members and Officers to understand effective risk management.	January 2021 (updated to May 2021)	Further LGA lead training for Members of GPAC committee took place on 22 November 2021. One to one risk management refreshers and access to the JCAD risk management system are being provided to every Director and Corporate Director with the target of completing these by 31 December.	In-progress	Interim Corporate Director of Resources (Section 151) Head of Insurance, Anti-Fraud & Risk
v) The Council to review the terms of reference in regards the General Purposes and Audit Committee and Scrutiny & Overview Committee with regards to risk management to ensure there are no gaps in governance, to remove silo thinking and that both committees have a clear understanding of their responsibilities. This will include new guidance and joint training	March 2021	Joint training for Scrutiny and Overview Committee and General Purposes and Audit Committee is being scheduled for January 22 (dates to be confirmed). The training will be delivered by Centre for Governance and Scrutiny.	In-progress	Interim Corporate Director of Resources (Section 151)
LBC Recommendation 2 Clarifying member and officer roles to support good governance arrangements				
Cabinet Member Accountability: Councillor Young Cabinet Member for Resources and Financial Governance				
Action	Original Deadline	Progress made to December 2021 (Quarter 3)	Status/Updated Deadline	Accountability
i) The Council will need to undertake a review to consider its operating model to ensure it has capacity and specialist skills required to deliver the financial and	February 2021	The restructure proposals approved by Full Council on 5 th July 2021 went live on 2 nd November 2021. This organisational redesign is fundamental to the council and will help us	COMPLETE – Q3	Chief Executive Officer

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<p>operational improvements that are needed to deliver.</p>		<p>to improve how we do things, operate within our budget and to create an inclusive culture that supports delivery of the best possible affordable service we can provide to our residents.</p> <p>Senior recruitment drive is well underway with interview dates set.</p>		<p>Interim Assistant Chief Executive</p>
<p>ii) The Member/Officer protocol is to be reviewed to ensure that it gives clarity on the respective roles and responsibilities for both Members and officers. The protocol should also explicitly place the seven principles of public life, known as the Nolan principles, at its heart. https://www.gov.uk/government/publications/the-7-principles-of-public-life.</p> <p>Training will be held for all Councillors and senior officers to develop good practice.</p>	<p>March 2021</p>	<p>A proposed approach to the revision of the Member/Officer Protocol will be considered by Ethics Committee 9 December. The proposal is to take a revised protocol to full Council for approval in March 2022.</p>	<p>In-progress</p>	<p>Interim Corporate Director of Resources (Section 151)</p> <p>Head of Democratic Services & Scrutiny (Deputy MO)</p>
<p>iii) A review of the member and officer Codes of Conduct will be undertaken to incorporate any learning from recent events and to ensure that they explicitly include the seven principles of public life, known as the Nolan principles, as the basis of the ethical standards expected of elected and appointed public office holders.</p>	<p>March 2021</p>	<p>A new member code of conduct based upon the LGA model code was adopted at a meeting of Council on 11 October 21. Training sessions on the implications of the new code was delivered to members on 4 October.</p>	<p>COMPLETE – Q3</p>	<p>Interim Corporate Director of Resources (Section 151)</p>
<p>iv) Development sessions for Members and officers to better understand each other's respective roles.</p>	<p>March 2021</p>	<p>Training to be developed subject to ratification of Protocol (See LBC rec 2 (ii)). Training will be part of the Member Induction Programme for May 2022.</p>	<p>In-progress</p>	<p>Interim Corporate Director of Resources (Section 151)</p>

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				Head of Democratic Services & Scrutiny (Deputy MO)
v) Review the level of support and advice Scrutiny & Overview Committee and the General Purposes and Audit Committee receives from the Head of Paid Services, Section 151 Officer and Monitoring Officer to ensure that the advice is in line with their statutory responsibilities. With this include clarification on the ability and process for members to request information.	March 2021	<p>The role of statutory chief officers attending Scrutiny and General Purposes and Audit Committee meetings has been clarified and there is now clearer water between the roles of officers and members advising those meetings.</p> <p>A training programme has been agreed by the Member Learning & Development Panel that includes additional sessions for members of both committees.</p> <p>The work programmes for both committees has also been embedded in the new corporate forward planning processes and officers are currently working with members with the aspiration of the corporate forward plan being routinely presented to the Scrutiny Committee.</p> <p>The draft access to information protocol has been presented to members for comment and is due to be formally considered by the Ethics Committee at its December meeting.</p>	In-progress	Monitoring Officer Head of Democratic Services & Scrutiny (Deputy MO)
vi) Review the capacity of the organisation to support the Scrutiny & Overview Committee and the General Purposes and Audit Committee so that activity is prioritised	Commenced October 2020	The need for additional resources has been identified, though funding for those resources has not yet been obtained.	In-progress	Monitoring Officer Head of Democratic

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within the financial resources for these functions.		Partners from the LGA are due to support the Council from January 2022 in reviewing and developing proposals to enhance the Council's decision making governance, including support to these two committees.		Services & Scrutiny (Deputy MO)

LBC Recommendation 3
Ensuring that Members are appropriately trained across all aspects of the Council's financial duties and responsibilities

Cabinet Member Accountability: Councillor Young, Cabinet Member for Resources and Financial Governance

Action	Original Deadline	Progress made to December 2021 (Quarter 3)	Status/Updated Deadline	Accountability
i) A detailed training and development programme is being designed to enable all Members to fulfil their roles in regard to their role with sufficient rigour. The programme being developed will cover: <ul style="list-style-type: none"> Financial management to include the importance of effective budget setting, a robust Medium Term Financial Strategy and rigorous budget monitoring (Add reserves) Understanding funding sources, eg general fund, housing revenue account and direct schools grant The role of Audit and the external auditor 	December 2020	Some training on Finance, Treasury Management and Risk was delivered in the latter part of 2020/early 2021. A training programme aligned with the actions in the RIPI action plan has been developed, costed and approved by Members Learning and Development Panel and Ethics Committee. Delivery commenced in October 2021. A member's induction programme for May 2022 will be informed by the RIPI recommendations.	In-progress	Chief Executive Officer Head of Democratic Services & Scrutiny (Deputy MO)

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<ul style="list-style-type: none"> • Treasury management and capital strategies and the Council’s approach to subsidiaries • Risk assessment • Commercial Investment • Mentoring • Commissioning and Procurement Process • ASC Budget • Transformation Funding • Statutory and non-statutory services 		<p>The training offer will be refreshed annually and continually offered to members as BAU going forward.</p> <p>The Council will ensure training attendance is recorded on Mod.gov.</p>		
<p>iii) Target support to be provided for Cabinet Members, Scrutiny & Overview Committee Members and General Purposes and Audit Committee Members to strengthen the approach to reviewing the emerging plans, actions and risks that are being developed as part of the Croydon Renewal Plan, Financial recovery and progress against the Report in the Public Interest October 2020. In particular the training will include:</p> <ul style="list-style-type: none"> • The role of Scrutiny and Overview in relation to finance and General Purposes and Audit Committee • Developing an effective culture of scrutiny and key questioning skills • Maintaining a ‘big picture’ view of the financial pressures affecting the council • Assessing effectively budget and financial plans, budget monitoring, reserves approach 	<p>December 2020</p>	<p>This needs to be considered in conjunction with LBC Recommendations 2(v) and 3(i).</p> <p>The full training programme has been presented to both the Member Learning and Development Panel and the Ethics Committee.</p> <p>The revised draft Access to Information protocol is due to be considered by the Ethics Committee in December 2021.</p>	<p>In-progress</p>	<p>Monitoring Officer</p> <p>Head of Democratic Services & Scrutiny (Deputy MO)</p>

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<ul style="list-style-type: none"> • Challenging how resources are allocated • Scrutinising partnership arrangements • Key finance issues for Scrutiny and Overview Committee to consider 				
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LBC Recommendation 4
The Council develops an improvement programme that has the necessary elements for it to function effectively and within its financial resource.

Cabinet Member Accountability: Councillor Hamida Ali, Leader of the Council

Action	Original Deadline	Progress made to December 2021 (Quarter 3)	Status/Updated Deadline	Accountability
i) Implement new Council management arrangements that ensure: <ul style="list-style-type: none"> • the delivery of high quality statutory services • finances are appropriately managed and controlled • a sound understanding of risk management is at the heart of the organisation 	April 2021	The restructure proposals approved by Full Council on 5 th July 2021 went live on 2 nd November. Senior recruitment drive is well underway and ongoing. Interim Assets Strategy in implementation stage with a number of assets targeted to be disposed by end of financial year. Corporate Risk register has been further developed with monthly review of all corporately rated red risks/financial risks taking place at CMT to ensure top level leadership. All new projects will take into account level of all risks and appetite.	In-progress	Chief Executive Officer Interim Assistant Chief Executive

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		<p>All financial risks associated with budget changes are scrutinised via Star Chamber budget setting process. Financial and other risks are outlined in Cabinet reports.</p> <p>Monthly monitoring is now embedded and is reported to DMTs, CMTs and Cabinet. Monitoring includes analysis of forecast position, risks and opportunities as well as progress in savings delivery. In addition challenge sessions chaired by the Chief Executive Officer review financial forecasts and risk on a regular cycle.</p> <p>Monthly performance report taken to Cabinet and other Committee meetings.</p>		
<p>ii) Working with local residents, rebuild the trust with their local Council by focussing on effective delivery of core services, responding promptly and appropriately to queries and complaints and learning from good practice as well as failures and from each other.</p>	<p>April 2021</p>	<p>The Council is utilising feedback, gained via ad-hoc and planned engagement activities with residents to inform development of a range of solutions to better meet current and future needs. This include looking at skills gaps that exists and ways to involve residents in the training of our staff to ensure their voice is reflected in our actions.</p> <p>Sessions with residents have taken place in relation to Regina Road to open up direct communication links between officers and people impacted.</p> <p>Rebuilding trust with residents will be an ongoing process as we improve our culture and systems in order to be the Council our residents need. An update will continue to be</p>	<p>In-progress</p>	<p>Director of Policy, Programmes and Performance</p> <p>Head of Learning & Organisational Development</p>

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		provided against this action for the foreseeable future.			
iii)	Introduce a new system of internal control focussed on finance, performance and risk to manage financial expenditure, risk management, service performance and the delivery of Council priorities. This will follow a monthly cycle of Departmental Leadership Teams, Executive Leadership Team, Cabinet and Scrutiny & Overview as appropriate.	April 2021	<p>Monthly monitoring is now embedded and is reported to DMTs, CMTs and Cabinet.</p> <p>Monitoring includes analysis of forecast position, risks and opportunities as well as progress in savings delivery.</p> <p>In addition challenge sessions chaired by the Chief Executive Officer review financial forecasts and risk on a regular cycle.</p>	In-progress	<p>Chief Executive Officer</p> <p>Interim Corporate Director of Resources (Section 151)</p>
iv)	Building on the work done to date and listening to staff concerns about equality and diversity in the workplace, co-create a working environment that respects and values all our staff and take positive action to ensure that this is the case.	April 2021	We continue tea talk conversations and by the end of December all staff networks would have had an opportunity to challenge CMT with their top issues. We are currently responding to each of the issues that staff have asked that we attend to and formal responses, solutions are being shared with the respective networks and where appropriate all staff. The staff survey results will also be ready for review by the 2nd week of December and will provide some more vital information on actions we need to take as a council to create a more equitable and diverse workforce.	In-progress	<p>Interim Assistant Chief Executive</p> <p>Head of Learning & Organisational Development</p>
v)	Create a new system of staff performance appraisal, co-created with staff and agreed with the trade unions.	April 2021	<p>The appraisal system has been revised and updated to:</p> <p>1) Make it a more user friendly online system with updated e-learning guidance for completing appraisal</p> <p>2) Make it more focussed on 1 to 1 and performance conversations throughout the</p>	In-progress	<p>Interim Assistant Chief Executive</p> <p>Head of Learning & Organisational Development</p>

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		<p>year, rather than ratings. The process considers the health and wellbeing of the appraisee as well as their performance</p> <p>3) Incorporate into managers appraisal a requirement that all staff be given opportunities for development</p> <p>4) Include Nolan principles</p> <p>5) Require all heads of service and above to complete a 360 degree feedback as part of performance appraisal.</p>		
vi)	By working with Council staff, co-create an environment that is open to listening, free from fear, built on trust and openness and reflects the diverse borough that we serve.	Commenced with appointment of Chief Executive	<p>A provider for Culture Change Programme has been selected and appointed via competitive process. The successful provider is BBS who met with the Chief Executive and the Improvement Panel week commencing 22 November. The provider is due to facilitate a CMT Away-day on 10 December to initiate a programme of work.</p> <p>Development and implementation of the Culture Change programme will potentially take 12 months.</p>	<p>In-progress</p> <p>Interim Assistant Chief Executive</p> <p>Interim Chief People Officer</p>
vii)	Agree a training programme for Council staff that includes finance for non-financial managers, Business Case Development, understanding risk, project management and the Council's own governance processes.	January 2021	<p>Training programme to be developed based on assessment of training required. Target is to deliver training in Quarter 4, 2021/22 and/or Quarter 1, 2022/23.</p>	<p>In-progress</p> <p>Interim Assistant Chief Executive</p> <p>Head of Learning & Organisational Development</p>
x)	Work needs to be undertaken as a priority to understand the future model of the Council, which would inform the direction of travel in the improvement journey.	GPAC/SOC Recommendation	<p>The restructure proposals approved by Full Council on 5th July 2021 went live on 2nd November 2021.</p>	<p>COMPLETE – Q3</p> <p>Chief Executive Officer</p> <p>Interim Assistant Chief Executive</p>

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<p>xi) Council is to provide appropriate officer support is given to Scrutiny in order that it can fulfil its role.</p>	<p>GPAC/SOC Recommendation</p>	<p>Please note the actions in response to recommendation 2(v).</p> <p>While it is recognised that additional resource is required, it has not as yet been possible to obtain the necessary funding.</p>	<p>In-progress</p>	<p>Monitoring Officer</p> <p>Head of Democratic Services & Scrutiny (Deputy MO)</p>
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