



LGA Corporate Peer Challenge – December 2015

Outline Action Plan Draft V2 – 19 January 2015

Purpose:

The Council undertook a corporate peer challenge with the Local Government Association (LGA) in December 2015. The main focus of the challenge was to review the strength of Torbay's financial planning and viability, along with governance, leadership and organisational capacity. The LGA Peer Team explored the core components underpinning the features of good performance, including how well the Council has:

1. Understanding of the local place and priority setting
2. Leadership of place
3. Financial planning and viability
4. Organisational leadership and governance
5. Capacity to deliver

This action plan sets out the Council's proposed response to the LGA Peer Challenge's recommendations, together with a tool by which to monitor progress.

No.	Recommendation	Action	Lead Member/officer	Target Date	Resources required	Progress Update
Understanding of the local place and priority setting/ Leadership of Place						
1.	Facilitate an effective Strategic Partnership Forum	Work with stakeholders to develop proposals	TBC	TBC	TBC	
2.	<p>Work with the Strategic Partnership Forum to develop a clear long term, high level plan/vision for Torbay, with a compelling narrative which articulates ambitions and is agreed with key stakeholders.</p> <p>Develop a clear communication and engagement strategy for the plan/vision to embed it with partners and the community</p>	<p>Creation of vision for Torbay (what Torbay will look like in 2030):</p> <ul style="list-style-type: none"> - created, owned and promoted by political and managerial leadership and key partners - Underpinned by robust evidence base and community/business buy-in <p>Creation of communication and engagement strategy</p> <p>The Council will have been successful in its endeavours in this respect if shows system leadership and is considered by others to be working more effectively, valuing, embracing and empowering them.</p>	TBC	TBC	TBC	

No.	Recommendation	Action	Lead Member/officer	Target Date	Resources required	Progress Update
3.	Develop and understand Torbay's place in the national and regional context, and then champion Torbay.	Understand what Torbay's USP(s) are. Identify where we sit regionally and develop proposal/plan for championing Torbay, regionally and nationally.	TBC	TBC	TBC	

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Financial Planning and Viability						
4.	<p>Urgently develop a Medium Term Financial Plan, covering period of Corporate Plan (four year). The MTFP to demonstrate how Torbay will meet the budget challenges it faces, including;</p> <ul style="list-style-type: none"> - Asset sales and associated developments - Working with partners - Solutions inside and outside of Torbay 	<p>Develop four year plan for saving and investment</p> <p>Develop efficiency plan.</p>	TBC	TBC	TBC	
5.	<p>Creation of a single Transformation Programme to deliver savings and change.</p> <p>SLT should be the Programme Board for the Transformation Programme. The Children's 5 year plan should be one key element of the Programme to ensure it creates a stable financial platform for the future.</p>	<p>Project Mandate and Project Initiation Document to be developed with lead manager and resources to support</p> <p>Budget to be allocated to deliver transformation projects</p> <p>SLT agenda and membership to be refreshed</p>	TBC	TBC	TBC	

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6.	<p>Children's budget – need to urgently stabilise spending, but at a sustainable level.</p> <p>Ensure robust due diligence to the decision and timing of the transfer of Children's Services to the Integrated Care Organisation (ICO)</p>	<p>Sustainable budget to be identified including monitoring of thresholds, gate keeping, care planning and levels of risk.</p>	TBC	TBC	TBC	
7.	<p>Review Asset Management and disposal plan</p>	<p>Identify proactive programme to dispose of assets or alternatively maximize future revenue from such, with at a greater scale and pace</p> <p>Review Asset Management Strategy</p>	TBC	TBC	TBC	
8.	<p>Develop a coherent economic vision and plan that will drive business rate growth aligned to Housing Strategy to deliver homes for council tax growth and New Homes Bonus</p>	<p>Draft new economic strategy</p> <p>Including housing growth</p> <p>Need Transformation programme linked with driving business rate growth and housing growth.</p>	TBC	TBC	TBC	
9.	<p>Develop a commercially driven Tourism Strategy</p>	<p>Draft new Tourism Strategy and identify opportunities to drive revenue benefits for the Council</p>	TBC	TBC	TBC	

No.	Recommendation	Action	Lead Member/officer	Target Date	Resources required	Progress Update
10.	Ensure portfolio for Finance has sufficient capacity to provide greater focus and capacity for the future	Mayor to review Executive Lead arrangements	Mayor	TBC	TBC	
11.	Review structures for financial management, to incorporate Children's finance staff and provide sufficient Council financial expertise on key partnership and commissioning bodies	Review structures with Financial Services	Anne-Marie Bond	TBC	TBC	
12.	Produce summarised and straight forward document for budget savings to ensure accessibility	Review budget documentation	Martin Phillips Anne-Marie Bond Cllr Mills Cllr Lewis Cllr Tyerman	TBC	TBC	

No.	Recommendation	Action	Lead Member/officer	Target Date	Resources required	Progress Update
Organisational Leadership and Governance						
13.	Undertake training on the constitution and the roles and responsibilities of Officers and Members	Delivery of training	LGA	TBC	TBC	
14.	<p>Undertake a review of the decision making process, including;</p> <ul style="list-style-type: none"> - Review adequacy and effectiveness of the Policy Framework - The role of Overview and Scrutiny and the CFPS recommendations - Member and Officer roles and responsibilities - Member and officer relations - The presentation of issues to members without fear, favour or agenda - Transparency - Records of Decision - Consider effective reporting back to full council from members on representative boards 	Review to be undertaken, and members and officers trained appropriately.	TBC	TBC	TBC	

No.	Recommendation	Action	Lead Member/officer	Target Date	Resources required	Progress Update
15.	Embed core values adopted for staff and reinforce them through actions of senior officers Encourage members to demonstrate same values and behaviours	Review work undertaken to date and plan programme to ensure values are embedded throughout the Council. Governance Support to work with Members to share staff core values and develop proposals for members	SLT and HR Mayor and Group Leaders	TBC	TBC	
16.	Plan and prepare for Governance Referendum. Ensure outcome does not impact on functioning of the Council.	Plan for Referendum. Engage with all members and the community post referendum	Governance Support Manager	TBC	TBC	
17.	Review approach to managing perceived conflict of interests	Members to individually review their interests and potential for perceived conflicts of interests.	All members		None	
18.	Risk and Performance framework – ensure it is effectively rolled out, and adding to the ‘business’ of the authority.	Review Framework	TBC	TBC	TBC	

No.	Recommendation	Action	Lead Member/officer	Target Date	Resources required	Progress Update
19	Provide peer support and mentoring for chief officers and elected members to support their capacity and provide guidance as the key changes that are required are made. Officers and members to engage in wider peer networks to support and expand knowledge and ideas	Identify members and officers to receive peer support. Identify wider peer networks and opportunities to support and expand knowledge and ideas.	LGA	TBC	TBC	
20.	Continue to develop and deliver an Organisational Development and Workforce Plan. Develop and deliver an organisational succession plan	Continue with preparation of Workforce and Organisational Development plan. Succession plan to be formulated following completion of Workforce plan	SLT and HR Cllr Mills	TBC	TBC	
Capacity to Deliver						
21.	The Council needs to communicate as to the need to urgently prepare an efficiency plan and make difficult decisions, whilst being clear that the Council is sustainable in such circumstances	Development of communication strategy	Transformation Board	TBC	TBC	
22.	Invest in capacity to deliver organisational and business transformation at a pace	Review structure	Executive Director and HR	TBC	TBC	

No.	Recommendation	Action	Lead Member/officer	Target Date	Resources required	Progress Update
23.	Review and invest in the training and development needs of members with an emphasis on leadership, practice as well as learning	Review Member Training and Development Programme	Members' Development Group/ Executive Director/MO/Governance Support Manager	TBC	TBC	
24.	Review and invest in the training and development needs of senior officers	Review training and development needs of Senior Officers	Executive Director and HR	TBC	TBC	
25.	Appraisals for all staff, Chief Executive down.	Undertake appraisals	Anne-Marie Bond and HR Cllr Mills	TBC	TBC	
26.	Ensure HR systems are up to date and provide effective reporting on key elements for effective people management	HR system currently being built to ensure it provides effective systems and reporting – review to ensure it will provide necessary reporting	Anne-Marie Bond and HR Cllr Mills	TBC	TBC	
27.	Establish plans with key targets and milestones for the delivery of the Corporate Plan	Corporate Plan Delivery Plans to be approved by Full Council Effective Performance and Risk monitoring against the delivery plans.	Anne-Marie Bond Audit Committee	TBC	TBC	

Endorsement by: Council Meeting on 25 February 2016
Implementation monitoring by Audit Committee