

# LGA Remote Corporate Health Check – May 2021

## Action Plan v.2

---

### **Purpose:**

In May 2021 the Council undertook an LGA Remote Corporate Health Check with a team of external peers. The team focused on the Council's:

- Ambition and aspiration;
- Governance;
- Performance and Risk;
- Council Redesign;
- Finance; and
- Strategic Partnership

This action plan sets out the Council's proposed response to the LGA's recommendations along with associated considerations.

No.	Recommendation	Response/Action	Assigned to	Timescales
1.	That the Council ensures it plays a key role as part of Torbay Together in taking forward the findings from the 'Thinking Places' work defining a vision of an ambitious and exciting future for Torbay	The structure of Torbay Together is currently being reviewed to take into account the recommendations arising out of the Thinking Places work. This will ensure that the Council and Torbay Together are working together for the benefit of the bay.	Leader of the Council/ Chief Executive	October 2021
2.	That rigorous focus is maintained in order to continue the positive progress being made in relation to children's services	Strengthened governance arrangements continue for Children's Service (Children's and Young People's Overview and Scrutiny Board, Children's Continuous Improvement Board, Children's Quartet and Senior Finance Monitoring Group) to ensure progress with Children's Services is maintained, with measured performance and targets and linkage to the corporate Performance and Risk reporting. Good practice from within Children's Services to be shared and mainstreamed across the Council.	Cabinet Member for Children's/ Chief Executive/ Director of Children's Services	On-going
3.	That the ambitions and intentions around the 'big ticket items' identified as central to addressing the council's funding gap translate into a clear plan and set of actions	Establish clear plan and actions for developing three-year rolling programme and work on eight 'big ticket items' to address funding gap. Delivery of plan and actions to be driven by Directors' Overview Meeting (DOM).	Cabinet Member for Finance/ Director of Finance	November 2021 and ongoing

No.	Recommendation	Response/Action	Assigned to	Timescales
4.	Ensuring a smooth transition to a new set of contractual arrangements around the Integrated Care Organisation	Ensure robust plans are in place, which are understood by all, for the renegotiation of the ICO contract for Adult Social Care, with on-going oversight by DOM. (This will include identifying the associated risks for inclusion within the Performance and Risk report.)	Cabinet Member for Adults/ Director of Adult Social Care/ Director of Finance	October 2021 and ongoing
5.	That real focus is applied to both the 'Higher Needs Block' within the Dedicated Schools Grant	Reporting mechanisms already in place with robust monitoring via monthly Education Finance Meeting with S151 Officer.  Establish new 'big ticket' item for Dedicated Schools Grant and Higher Needs Block to feed into three-year rolling plan (links to 3 above).	Cabinet Member for Children's/ Director of Children's Services/ Assistant Director for Education, Learning and Skills/ Director of Finance	Ongoing
6.	That there is dialogue across the political and managerial leadership around a focus on, and the delivery of, an agreed set of real priorities for the council	A) Ensure the Council's ambitions and key priorities are clearly articulated to officers and translated into service business plans so that capacity is identified to deliver (particularly the delivery of investment in place infrastructure for Torbay with support of one-off funding e.g. Town Deal and Future High Street Fund).  B) Facilitated session arranged for October 2021, to establish clear and mutual understanding between the Cabinet and Senior Leadership Team as to the balance between operational and strategic imperatives, along with the correct	A) Leader of the Council/Chief Executive  B) LGA/Cabinet SLT	A) November 2021 and ongoing  B) October 2021

No.	Recommendation	Response/Action	Assigned to	Timescales
		<p>focus on limited officer capacity to ensure the key priorities are delivered.</p> <p>C) Continue to roll out Performance and Risk Strategy to ensure timely and quality information and narrative is provided to reduce the need for repeat reporting and to instil confidence that the ambitions and priorities are being delivered.</p> <p>D) Ensure informal governance arrangements are followed by all to ensure early discussion and senior (political and officer) leadership input/steer prior to decision cycles.</p> <p>E) Prepare Head of Paid Service's Member Support Service Level Agreement so all members are clear on the level of officer capacity available to respond to ward work and what they can expect. Provide peer support via LGA for those members who need greater understanding on the roles of members and officers.</p> <p>F) Review format of SLT and DOM work programmes to ensure sufficient time is given for strategic focus.</p>	<p>C) Strategic Support Manager/ Senior Performance and Risk Officer</p> <p>D) Chief Executive/ Head of Governance Support</p> <p>E) Chief Executive/ Head of Governance Support</p> <p>F) Chief Executive/ Head of Governance Support</p>	<p>C) Ongoing</p> <p>D) ongoing</p> <p>E) October 2021</p> <p>F) October 2021</p>

No.	Recommendation	Response/Action	Assigned to	Timescales
7.	That the council ensures the 'building blocks' being put in place, and which are integral to the effective corporate functioning of the organisation, are recognised by all managers as representing the 'day job' rather than an additional set of demands	<p>A) Deliver an internal engagement plan so that all staff understand the benefits of, and inter-relationship between, service planning, performance and risk management, workforce planning, workforce wellbeing and improving our reputation, with the aim of building a culture of open and constructive dialogue.</p> <p>B) Prepare managers' performance framework which sets out clear expectations of them in respect of areas set out above to ensure consistent approach across the Council.</p> <p>C) Develop our approach for showcasing our good work, celebrating our successes and building our reputation, both internally and externally.</p>	<p>A) Chief Executive/Internal Engagement Officer</p> <p>B) Chief Executive/ Head of Human Resources</p> <p>C) Chief Executive/ Head of Policy, Performance and Community Engagement/Internal Engagement Officer</p>	<p>A) Plan in place by November 2021 with delivery ongoing</p> <p>November 2021 for B) to C)</p>

**Endorsement by Cabinet – September 2021**

**Implementation monitoring by Governance Statutory Officers Meeting and Audit Committee as required**