

LGA Corporate Peer Challenge – Progress Review (April 2025)

Action Plan

Introduction

The LGA's report following their progress review in April 2025 recognised that the Council had fully embraced the recommendations from the Corporate Peer Challenge in April 2024 and, in response, had driven forward change and improvement in a range of areas.

The progress review undertaken in April 2025 provided space for the Council's senior leadership to:

- Receive feedback from peers on the progress made by the council against the original recommendations and the council's related action plan
- Consider peers' reflections on any new opportunities or challenges that may have arisen since the peer team were on-site including any further support needs
- Discuss the early impact and learning from the progress made to date

Whilst the report from the progress review did not include specific recommendations, elements were highlighted for further consideration by the Council and this action plan sets out five overarching actions for the Council to progress.

It should be noted that, as part of our continuous improvement journey, work has been undertaken since April 2025 on many of these actions and day-to-day delivery forms part of our "business as usual". This action plan runs until the end of the financial year but it is recognised that many actions may continue past this point. The purpose of the action plan is to ensure that significant progress is made by 31 March 2026, with future activity then forming part of the Council's service plans through which performance management will continue.

The aim is to ensure that a consistent and coherent approach is taken so that members and senior officers can focus on the priorities of the Council, as we move toward meeting our vision of a healthy, happy and prosperous Torbay.

Action Plan

Overarching action: As part the move towards our target operating model, enable data-informed decision making.

Responsible officer: Divisional Director – Corporate Services

| Detailed actions | Lead Officer | Associated Service Plan | Deadline |
|---|---|--|---|
| 1. Agree and implement the Corporate Performance Management Improvement Plan (including tools to be in place to support the actions 2-4, 5 and 21). | Head of Policy, Performance and Community Engagement | Policy, Performance and Community Engagement | Agreement by 31 December 2025 Implementation by 31 March 2026 |
| 2. Within meetings of Directorate Management Teams, use the Council Business Plan to focus activity (with Business Plan flowing into Service Plans and 1:1s with Heads of Service). | All Directors | Not applicable | Support tool in place by 31 January 2026 Implementation by 31 March 2026 |
| 3. Embed the emerging Local Government Outcomes Framework within our Performance Management Framework to help improve the organisation's focus on outcomes. | Head of Policy, Performance and Community Engagement | Policy, Performance and Community Engagement | 31 March 2026 |
| 4. Consider how benchmarking can be incorporated into our Financial Sustainability Plans. | Deputy Director of Finance/Head of Policy, Performance and Community Engagement | Finance and Policy, Performance and Community Engagement | 31 March 2026 |

Overarching action: Ensure delivery of Policy Framework and other action plans

Responsible officer: Divisional Director – Corporate Services

| Detailed actions | Lead Officer | Associated Service Plan | Deadline |
|---|---|--|-----------------|
| 5. Develop a mechanism to enable efficient management of progress against the Policy Framework and other actions plans. | Head of Policy, Performance and Community Engagement | Policy, Performance and Community Engagement | 31 January 2026 |
| 6. Deliver against the Housing Delivery Plan | Director of Regeneration and Place Delivery | Place Delivery | 31 March 2026 |
| 7. Deliver against the Homelessness and Rough Sleepers Action Plan | Divisional Director – Community and Customer Services | Community and Customer Services | 31 March 2026 |
| 8. Deliver against the SEND Impact Action Plan | Divisional Director – Education and SEND | Education and SEND | 31 March 2026 |
| 9. Continue to deliver against the Inclusion Action Plan | Head of Policy, Performance and Community Engagement | Policy, Performance and Community Engagement | 31 March 2026 |
| 10. Deliver the Financial Sustainability Plans | All Directors | Cross council | 31 March 2026 |

Overarching action: Support the positive progress of the Devon and Torbay Combined County Authority, including the route map towards a Mayoral Strategic Authority

Responsible officer: Director of Pride in Place

| Detailed actions | Lead Officer | Associated Service Plan | Deadline |
|--|---|--|---------------|
| 11. Support the CCA's Director of Operations to be "connected" within Torbay Council and the wider community. | Director of Pride in Place | Not applicable | 31 March 2026 |
| 12. Ensure that Torbay's priorities and objectives are reflected within the work of the CCA. | Divisional Director – Planning, Housing and Climate Change Divisional Director – Economy, Environment and Infrastructure | Planning, Housing and Climate Change/ Economy, Environment and Infrastructure | 31 March 2026 |
| 13. Ensure that Torbay's priorities and objectives are reflected in the discussions about creation of a potential Mayoral Strategic Authority. | Director of Pride in Place | Not applicable | 31 March 2026 |

Overarching action: Ensure that the “distributed leadership” model is fully embedded

Responsible officer: Director of Corporate Services

| Detailed actions | Lead Officer | Associated Service Plan | Deadline |
|--|--------------------------------|-------------------------|---------------------|
| 14. Discussions to be undertaken in each Directorate about the role of Divisional Directors as the senior leaders of the organisation. | All Directors | Not applicable | By 31 October 2025 |
| 15. Role and purpose of meetings of the Senior Leadership Team to be agreed. | Director of Corporate Services | Not applicable | By 31 December 2025 |
| 16. Using equality, diversity and inclusion as an initial example, work with the Senior Leadership Team so that we can demonstrate The Torbay Way across the organisation. | Director of Corporate Services | Not applicable | By 31 March 2026 |
| 17. Review support and development for managers, including the delivery and intensity of the Managers Framework, via Our People Project Board | Chief Executive | Not applicable | By 31 December 2025 |

Overarching action: Ensure the effectiveness of member development

Responsible officer: Director of Corporate Services

| Detailed action | Lead Officer | Associated Service Plan | Deadline |
|---|---|---|------------------|
| 18.Refresh the Member Development Programme with more of a focus on meeting personalised training needs. | Head of Governance Support | Governance Support | 31 March 2026 |
| 19.Develop project plan for Member Induction Programme for the next Local Government Elections. | Divisional Director – Corporate Services (interim) | Governance Support | 31 March 2026 |
| 20.Test with Cabinet and Directors whether the revised decision-making framework has created capacity for strategic discussions. | Head of Governance Support | Governance Support | 31 December 2025 |
| 21.Consider how we can use data from our Performance and Risk Management Frameworks to inform the Overview and Scrutiny Work Programme. | Head of Governance Support/Head of Policy, Performance and Community Engagement | Governance Support and Policy, Performance and Community Engagement | 31 March 2026 |
| 22.Keep under review the effectiveness of the meetings of the Cabinet and Shadow Cabinet, and Group Leaders. | Chief Executive | Not applicable | 31 March 2026 |
| 23.Keep under review the effectiveness of the Group Leaders Agreement and the associated elements within the Constitution. | Chief Executive | Not applicable | 31 March 2026 |