



## **LGA Corporate Peer Challenge – December 2015**

### **Detailed Action Plan**

#### **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.

No.	Recommendation	Overall Response	Detailed Action	Indicative Timescale
<b>Understanding of the local place and priority setting/ Leadership of Place</b>				
1.	Facilitate an effective Strategic Partnership Forum	Work with stakeholders to develop proposals	<p>Explore different models, learning from best practice elsewhere, which will bring partners and communities together to get ownership for the future of Torbay as a place.</p> <p>In establishing such a Forum, ensure a review of existing partnership bodies is undertaken, establish clear aims and objectives, avoid duplication, and ensure membership is appropriate.</p> <p>Establish governance for the Forum to include transparency of decision-making and clear communication paths.</p> <p>A Strategic Partnership Forum Working Party to be established to take forward these actions in consultation with key strategic partners.</p>	End of May 2016, with first meeting of Strategic Partnership Forum meeting at the beginning of June 2016

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2.	<p>Work with the Strategic Partnership Forum to develop a clear long term, high level plan 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 to embed it with partners and the community</p>	<p>Creation of a plan for Torbay (what Torbay will look like in the future)</p> <p>Created, owned and promoted by political and managerial leadership and key partners.</p> <p>Underpinned by robust evidence base and community/business buy-in.</p> <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>	<p>The Strategic Forum as detailed in 1 above, to formulate the Plan, to be adopted as a single agreed plan with partners, providing a consistent message as to Torbay's aspirations for the future.</p> <p>Build on work already in place with a focus on bringing outcomes/actions across partners closer together.</p> <p>Leaders on Forum to agree the plan and be responsible for embedding it within their organisations and within the community.</p> <p>Engagement strategy to include enabling environment so people can start making a proactive contribution.</p>	<p>No later than end August 2016, with report to Council in September (to coincide with Efficiency and Transformation Plan)</p>
3.	<p>Develop and understand Torbay's place in the national and regional context, and then champion Torbay.</p>	<p>Understand what Torbay's USP(s) are. Identify where we sit regionally and develop proposal/plan for championing Torbay, regionally and nationally.</p>	<p>Council to identify appropriate resources to promote Torbay, regionally and nationally.</p> <p>Strategic Forum to use links to champion Torbay.</p>	<p>Resources to be identified by November 2016.</p> <p>On-going once plan has been created.</p>

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<b>Financial Planning and Viability</b>				
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"> <li>- Asset sales and associated developments</li> <li>- Working with partners</li> <li>- Solutions inside and outside of Torbay</li> </ul>	<p>Develop four year plan for saving and investment.</p> <p>Develop efficiency plan.</p>	<p>Develop Efficiency Plan, for approval by October 2016.</p> <p>Efficiency Plan to include how the Council will meet the financial challenges over the following three years, so as to inform normal budget setting processes.</p>	<p>Efficiency Plan to be presented to Full Council meeting in September 2016.</p>
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>Transformation Board to be established.</p>	<p>Establish Transformation Board to meet on a monthly basis with clear objectives as to delivery.</p> <p>Transformation Board objectives and outcomes appended to this action plan at Annex 1 for reference.</p>	<p>Transformation Board established from 1 March 2016, now ongoing.</p>

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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>	<p>Children's Services Five Year Plan to deliver savings, in line with appropriate bench-marking.</p> <p>The 5 year plan to be incorporated into the Transformation Programme (as per 5 above).</p> <p>The proposed transfer of Children's Services to ICO to be incorporated into Transformation Programme (as per 5 above).</p>	<p>Delivery of Children's Services Five Year Plan to be presented to Council meeting in July 2016.</p>
7.	<p>Review Asset Management and disposal plan</p>	<p>Identify proactive programme to dispose of assets or alternatively maximize future revenue from such, at a greater scale and pace</p> <p>Review Asset Management Strategy</p>	<p>To include working with partners to map other public service assets and to consider a collective approach to asset management.</p> <p>To consider all assets in respect of –</p> <ul style="list-style-type: none"> <li>a) opportunities for future revenue generation</li> <li>b) disposal.</li> </ul> <p>Plus linkage to Medium Term Financial Plan and Efficiency Plan (as per 4 above) and Transformation Programme (as per 5 above).</p>	<p>Overarching statement to be presented to Council meeting in September 2016 alongside Efficiency and Transformation Plan, with detailed plan presented through the budget setting process.</p>

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8.	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	Draft new economic strategy  Including housing growth	Commission TDA to develop new economic strategy to include emphasis on benefits to the Council as well as the community.  Plus linkage to Transformation Programme (link to 5 above).	Overarching position to be presented to Council meeting in September 2016 alongside Efficiency and Transformation Plan.  Economic Strategy to be presented to Council once prepared.
9.	Develop a commercially driven Tourism Strategy	Draft new Tourism Strategy and identify opportunities to drive revenue benefits for the Council	Prepare draft strategy for approval.	To be presented to Council meeting in July 2016.
10.	Ensure portfolio for Finance has sufficient capacity to provide greater focus and capacity for the future	Mayor to review Executive Lead arrangements	For the Mayor to consider his approach.	Annual Council Meeting - May 2016.
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	Assistant Director of Corporate and Business Services to progress.	To be completed by summer 2016.

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12.	Produce summarised and straight forward document for budget savings to ensure accessibility	Review budget documentation	<p>Benchmark against good practice by other authorities.</p> <p>Evaluate 2016/17 approach with members.</p> <p>Focus on Council spending rather than savings as outlined in LGA recommendation.</p>	New documentation to be in place for 2017/18 budget.

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<b>Organisational Leadership and Governance</b>				
13.	Undertake training on the constitution and the roles and responsibilities of Officers and Members	Delivery of training	<p>To include the commissioning of Devon and Somerset Shared Member Development Service to: undertake a review of development requirements recommended by LGA Peer Challenge; establish clear aims and objectives for development needs and delivering of training; and identify a prioritised programme for delivery. Programme will cover:</p> <ul style="list-style-type: none"> <li>• Peer mentoring</li> <li>• Constitutional knowledge</li> <li>• Member and officer roles and responsibilities</li> <li>• Member and officer relations</li> <li>• Leadership practice</li> </ul> <p>The member development programme to identify key training to be mandatory for all members.</p> <p>Devon and Somerset Shared Member Development Service and LGA to assist with identifying appropriate training providers.</p> <p>Evaluate members and officers learning once training has been delivered, and ensure continued development occurs.</p> <p>LGA to identify member peer support.</p>	Immediately and on-going.



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14.	<p>Undertake a review of the decision making process, including;</p> <ul style="list-style-type: none"> <li>- Review adequacy and effectiveness of the Policy Framework</li> <li>- The role of Overview and Scrutiny and the CFPS recommendations</li> <li>- Member and Officer roles and responsibilities</li> <li>- Member and officer relations</li> <li>- The presentation of issues to members without fear, favour or agenda</li> <li>- Transparency</li> <li>- Records of Decision</li> <li>- Consider effective reporting back to full council from members on representative boards</li> </ul>	<p>Review to be undertaken, and members and officers trained appropriately.</p>	<p>See 13 above for delivery of training/development.</p> <p>Re-establish clear governance practice and procedures with roles and responsibilities mapped out.</p> <p>Peer support to assist (as per 19 below).</p>	<p>Alongside training as per 13 above.</p>

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15.	<p>Embed core values adopted for staff and reinforce them through actions of senior officers</p> <p>Encourage members to demonstrate same values and behaviours</p>	<p>Review work undertaken to date and plan programme to ensure values are embedded throughout the Council.</p> <p>Governance Support to work with Members to share staff core values and develop proposals for members.</p>	<p>Core values to be included on all reports and documentation.</p> <p>Appraisals and staff supervision to include performance against core values.</p> <p>Staff communications to include best practice examples where staff have met core values.</p> <p>Also links to 13 above for delivery of training/development for members.</p>	Ongoing
16.	<p>Plan and prepare for Governance Referendum. Ensure outcome does not impact on functioning of the Council.</p>	<p>Plan for Referendum. Engage with all members and the community post referendum.</p>	<p>Peer support for Mayor and Group Leaders to establish positive response, regardless of the outcome of referendum.</p>	Post 5 May 2016
17.	<p>Review approach to managing perceived conflict of interests</p>	<p>Members to individually review their interests and potential for perceived conflicts of interests.</p>	<p>Link to 13 above so as to ensure members have all necessary knowledge.</p> <p>Ensure staff are briefed on requirements for members interests and including channels to report any concerns.</p>	Ongoing
18.	<p>Risk and Performance framework – ensure it is effectively rolled out, and adding to the ‘business’ of the authority.</p>	<p>Review Framework</p>	<p>SLT and Audit Committee to continue to review and refine.</p>	Ongoing

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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.	In respect of Members, link to 13 above.  LGA to assist in identification of peer support.  SLT to review peer networks and provide capacity for staff to actively engage where appropriate.  Encourage staff to share best practice gained from peer networks.  Utilise SLT and Manager's Forum as a channel for feedback.	Ongoing
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, supported by Human Resources, to deliver Organisational Development and Workforce Plans.  Mayor and Group Leaders to consider approach to member succession planning – also links to 13 above.	Ongoing
<b>Capacity to Deliver</b>				
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	Need to ensure appropriate messages are communicated.	Link to 2 and 4 above  Communications team to develop communication plan, internally and externally.  Include staff and actively encourage them to present innovative ideas.	Ongoing
22.	Invest in capacity to deliver organisational and business transformation at a pace	Review structure	Link to 5 above - Transformation Board to identify need. Head of Paid Service to determine.	Ongoing

No.	Recommendation	Overall Response	Detailed Action	Indicative Timescale
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	Link to 13 above.	Ongoing
24.	Review and invest in the training and development needs of senior officers	Review training and development needs of Senior Officers	<p>Head of Paid Service to consider, and plan appropriately.</p> <p>Link to members training and development (see 13 above) and identify joint training where appropriate.</p> <p>Also link to 19 above</p>	Ongoing
25.	Appraisals for all staff, Chief Executive down.	Undertake appraisals	<p>Mandatory for all staff.</p> <p>External facilitation for appraisal Chief Executive.</p> <p>Establish performance management for members following trial undertaken in 2009 – link to 13 above</p>	<p>On-going on a rolling programme.</p> <p>Chief Executive's appraisal scheduled.</p>
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	HR system already in development. Review of reporting undertaken.	To be fully operational by summer 2016.

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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.	Corporate Plan Delivery Plans to be considered by Council in May 2016.  Audit Committee to undertake performance and risk monitoring on an ongoing basis – link to 18 above.	Annual Council May 2016  Ongoing

**Endorsement by: Council Meeting on 7 April 2016**

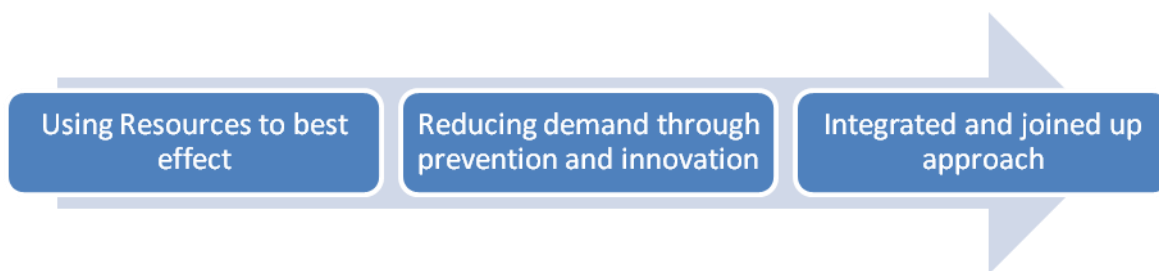
**Implementation monitoring by Audit Committee with six monthly progress reports to full Council.**

Following the recent Corporate Peer Challenge undertaken by the Local Government Association Torbay Council is establishing a ‘Transformation Board’ – this is a direct response to the following recommendation:

*“It is crucial you now have a sustained focus on the council’s finances and we believe you would benefit from a single transformation programme to deliver the savings and change initiatives.”*

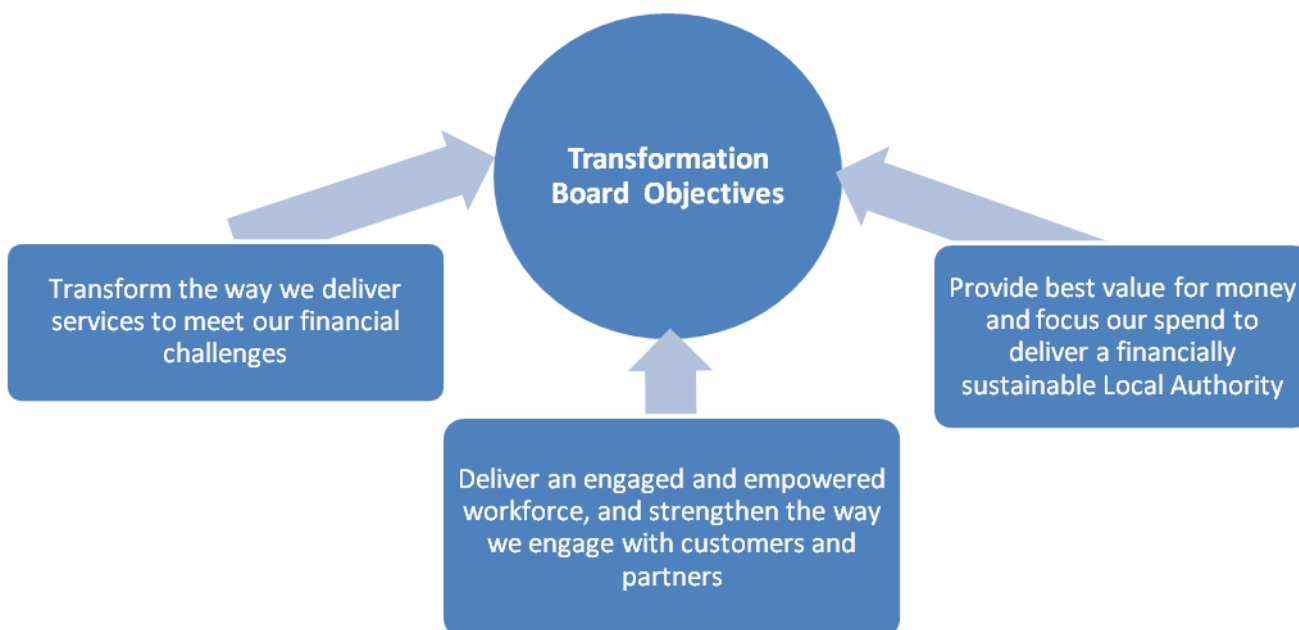
## Our Principles:

In order to address the significant financial challenge the Council will face over the next few years, we need to think of new ways of working. The Councils Corporate Plan requires us to base everything we do on three main principles:



## Our Transformation Board Objectives:

The Councils Transformation Board will work towards meeting the ambitions of the Corporate Plan by delivering 3 key objectives:



# Our Transformation Board Outcomes:

The table below sets out some examples of the types of projects the Transformation Programme will undertake, and how these support the principles from the Councils Corporate Plan:

Project	Using resources to best effect	Reducing demand through Prevention and Innovation	Integrated and Joined up approach
1. Children’s Services 5 Year Plan	X	X	
Integrated Care Organisation – Phase 2	X		X
2.TOR2 – Review of waste recycling and streetscene efficiencies.	X		
3.Accelerated growth - housing including increase in Council Tax Receipts	X	X	
4.Revenue Income Optimisation & commercialisation including increasing income through consolidated beach assets and growth	X		
5.Shared arrangements with community and other providers			X
6.Adults (Sustainability Transformation Plan) - Joint transformation programme for adults and health with ICO and CCG			X