



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

### **ACTION PLAN – IN PROGRESS – AS AT 15.07.16**

#### **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.

|    | Recommendation  | Overall Response                            | Detailed Action   | Indicative Timescale   | Lead Officer    | LGA Support  | Progress update  |
|----|---|---|---|--|-----------------|--|--|
|    | <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 | Anne-Marie Bond | <p>Signpost to others who have undertaken this with positive results – look for conservative led unitary authorities.</p> <p>Explore potential support/facilitation of initial sessions.</p> | Following exploration of arrangements elsewhere, Strategic Partnership Working Party have concluded upon an initial invite list, dates in diaries being arranged, for initial meeting and a ‘visioning’ day with partners. |

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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 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> | <p>Steve Parrock</p> | <p>Involvement of peers in supporting process and challenge</p> <p>LGA communications team (Matt Nichols) to help advise and signpost (3 days)</p> | <p>To follow once Strategic Partnership formed.</p> <p>Conference call with Matt Nichols held on 30 June 2016. Matt visiting Torbay on 15 August 2016 for specific support.</p> |

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| 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. | Council to identify appropriate resources to promote Torbay, regionally and nationally.<br><br>Strategic Forum to use links to champion Torbay. | Resources to be identified by November 2016.<br><br>On-going once plan has been created. | Steve Parrock/<br>Anne-Marie Bond | LGA to help facilitate and organise regional/national discussion group | Resources to be identified through budget process.<br><br>Once resources identified work to commence.<br><br>Conference call with Matt Nichols held on 30 June 2016. Matt visiting Torbay on 15 August 2016 for specific support. |

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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> | SLT          | <p>Review of draft plan together with desktop review of finances in late June/July 2016 by Chris West</p> <p>LGA to ascertain any information possible as to requirements of Efficiency Plan</p> | <p>Timetable organised.</p> <p>Transformation programme established to feed into Efficiency Plan.</p> <p>Initial ideas presented to MEG, Transformation List shared with wider Members. MEG to review draft efficiency plan on 26 July to obtain agreement as to early engagement with wider members and the community prior to ultimate approval of efficiency plan.</p> |

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| 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 for reference.</p> | <p>Transformation Board established from 1 March 2016, now ongoing.</p> | <p>Caroline Taylor</p> | <p>Signposting and provision of information.</p> <p>Ten days of productivity expert to assist in developing Assets business case.</p> <p>Alan Finch (LGA) to liaise with Kevin Mowat.</p> | <p>Transformation Board established.</p> <p>Business Cases being developed.</p> <p>Transformation Board 9 May 2016 – Lisa Annear and Andy Felton in attendance.</p> <p>11 August - SLT approved creation of Transformation Team to further drive delivery of programme.</p> <p>KM completed referral to access Productivity Expert programme.</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>   | <p>Richard Williams</p> | <p>Chris West to review draft plan before submission to Council.</p> <p>LGA to assist with identification of appropriate benchmarking.</p> <p>LGA providing Grant funding for dedicated work on this.</p> | <p>5 year plan being updated to stabilise spend – report to Council in July 2016.</p> <p>Transformation Programme to oversee spend reducing to benchmark.</p> <p>PeopleToo appointed - initial meeting 21 July 2016.</p> <p>Transfer to ICO is designated as a Transformation project</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> <p>a) opportunities for future revenue generation</p> <p>b) disposal.</p> <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> | <p>Kevin Mowat</p>      | <p>Productivity expert to review (as per 5 above).</p>  | <p>This is designated as a Transformation project.</p> <p>Initial review of assets being undertaken by TDA with income optimisation opportunities being fast tracked.</p> <p>Include review of office accommodation within project.</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<br><br>Including housing growth<br><br>Including Business rate growth | Commission TDA to develop new economic strategy to include emphasis on benefits to the Council as well as the community.<br><br>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.<br><br>Economic Strategy to be presented to Council once prepared. | Kevin Mowat         | Review and challenge  | Review of Economic Strategy underway.<br><br>New investment strategy being prepared to present to Council in September 2016.                                   |
| 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 September 2016.  | Kevin Mowat         | Review and challenge  | This is being presented to December 2016 Council meeting to avoid any confusion with progress of TBID.<br><br>This is linked to Assets Transformation Project. |
| 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.   | n/a                 | Peer Support to Mayor | Mayor to advise if he wishes to make any changes to his Executive  |

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|----|--|---|--|--|---------------------|---|--|
| 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.                      | Anne-Marie Bond     | None required   | Restructure underway   |
| 12 | Produce summarised and straight forward document for budget savings to ensure accessibility  | Review budget documentation               | Benchmark against good practice by other authorities.<br><br>Evaluate 2016/17 approach with members.<br><br>Focus on Council spending rather than savings as outlined in LGA recommendation. | New documentation to be in place for 2017/18 budget. | Kate Spencer        | Guidance as to what is in place elsewhere and review of proposed documentation<br><br>Alan Finch identified to review | Initial review undertaken. Proposals to be tested with members and LGA.<br><br>Kate Spencer and Alan Finch progressing review. |

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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</p> | Immediately and on-going. | Anne-Marie Bond | <p>Advice as to approach to delivery of training and development.</p> <p>Support to design and deliver training. (17 days)</p> <p>Academic support to deliver training (up to 8 days)</p> | <p>Outline Training Plan in place.</p> <p>AMB having detailed discussions with proposed providers currently, to hone training plan and get dates in diary.</p> <p>Intention that training commence asap.</p> |

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|----|---|---|--|--|------------------------|------------------------|------------------------------|
|    |   |   | <p>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> |  |                        |                        |                              |
| 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> </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> | <p>Anne-Marie Bond</p> | <p>As per 13 above</p> | <p>To flow from 13 above</p> |

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|----|--|--|---|-------------------------------------|---------------------|--------------------|------------------------|
|    | <ul style="list-style-type: none"> <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> |  |   |                                     |                     |                    |                        |
| 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</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</p> | Alongside training as per 13 above. | Anne-Marie Bond     | As per 13 above    | To flow from 13 above  |

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|----|--|--|---|-----------------------------|-----------------------------|--|--|
|    |  | members.   | training/development for members.   |                             |                             |  |  |
| 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.                    | Peer support for Mayor and Group Leaders to establish positive response, regardless of the outcome of referendum.   | Post 5 May 2016             | Steve Parrock               | Provision of mentoring support (43 days)                             | All Peer Mentors in place and providing support.                                       |
| 17 | Review approach to managing perceived conflict of interests  | Members to individually review their interests and potential for perceived conflicts of interests. | Link to 13 above so as to ensure members have all necessary knowledge.<br><br>Ensure staff are briefed on requirements for members interests and including channels to report any concerns. | Ongoing                     | Anne-Marie Bond             | Through mentoring support and provision of training as per 13 above. | Peer Mentors in place.<br><br>Training plan developed which will further support this. |
| 18 | Risk and Performance framework – ensure it is effectively rolled out, and adding to the ‘business’ of the authority. | Review Framework   | SLT and Audit Committee to continue to review and refine.   | Ongoing                     | Jo Beer/<br>Anne-Marie Bond |  | SLT and Audit Committee continue to review and refine.                                 |

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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.<br><br>Identify wider peer networks and opportunities to support and expand knowledge and ideas. | In respect of Members, link to 13 above.<br><br>LGA to assist in identification of peer support.<br><br>SLT to review peer networks and provide capacity for staff to actively engage where appropriate.<br><br>Encourage staff to share best practice gained from peer networks.<br><br>Utilise SLT and Manager's Forum as a channel for feedback. | Ongoing                     | Anne-Marie Bond     | Provision of mentoring support (43 days)   | Peer Mentors in place and providing support.<br><br>SLT reviewing training and support needs<br><br>Managers Forum and Connect Events in place and working well as a channel for feedback from staff to SLT |
| 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.<br><br>Mayor and Group Leaders to consider approach to member succession planning – also links to 13 above.   | Ongoing                     | Sue Wiltshire       | LGA workforce advisor (Martin Denny) to offer support and critical review challenge (5 days) | Workforce plans being developed for consideration by SLT. Martin Denny has reviewed initial documentation and is providing on-going support.  |
| <b>Capacity to Deliver</b> |  |   |   |                             |                     |  |   |

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|----|---|--|--|-----------------------------|---|---|--|
| 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<br><br>Communications team to develop communication plan, internally and externally.<br><br>Include staff and actively encourage them to present innovative ideas. | Ongoing                     | Michelle Pierce                           | LGA communications team to help advise and signpost | Conference call with Matt Nichols held on 30 June 2016. Matt visiting Torbay on 15 August 2016 for specific support. |
| 22 | Invest in capacity to deliver organisational and business transformation at a pace  | Review structure   | Link to 5 above - Transformation Board to identify need.<br>Head of Paid Service to determine.   | Ongoing                     | Steve Parrock                             | None required                                       | In place.<br>Resources identified in 2016/17 budget.   |
| 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                     | Anne-Marie Bond                           | Support and challenge                               | Training programme being developed.  |
| 24 | Review and invest in the training and development needs of senior officers  | Review training and development needs of Senior Officers | Head of Paid Service to consider, and plan appropriately.<br><br>Link to members training and  | Ongoing                     | Steve Parrock (supported by Julia Baldie) | Review of training programme once drafted           | Review of SLT training being undertaken, to inform training programme.   |

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|----|--|--|--|--|---------------------|--------------------|--|
|    |  |  | development (see 13 above) and identify joint training where appropriate.<br><br>Also link to 19 above   |  |                     |                    |  |
| 25 | Appraisals for all staff, Chief Executive down.  | Undertake appraisals   | Mandatory for all staff.<br><br>External facilitation for appraisal Chief Executive.<br><br>Establish performance management for members following trial undertaken in 2009 – link to 13 above | On-going on a rolling programme.<br><br>Chief Executive's appraisal scheduled. | Anne-Marie Bond     | None required      | CEX appraisal undertaken. On-line appraisal system in place to provide data as to appraisals undertaken. Staff survey for Autumn 2016 to test reach compared with previous survey. |
| 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.  | Anne-Marie Bond     | None required      | Slight delay in roll out due to technical issues. Initial launch on 6 July 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.<br><br>Audit Committee to undertake performance and risk monitoring on an ongoing basis – link to 18 above. | Annual Council May 2016<br><br>Ongoing | Steve Parrock       | None required      | Corporate Plan Delivery Plans approved by Full Council on 11 May 2016.<br><br>Monitoring arrangements to be finalised. |

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

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

**LGA follow up visit arranged for 27 September 2016. Trevor Holden, Chris West, Stuart Drummond, Andy Bates and Paul Clarke in attendance. Cllr Alan Jarrett to take part remotely.**

**Desktop review of finances/review of draft Efficiency Plan - July, specific date tbc**