

LGA Corporate Peer Challenge - April 2024

Proposed Action Plan

| Ref | Recommendation | Action | Lead Officer/Member | Completion Date | |
|-----|---|--------|---|---|--------------|
| 1 | Adopt a council Business Plan agreed on a cross-party basis that outlines a clear set of strategic political priorities | 1.1 | Seek cross party input through Council Leadership Group | Director of Corporate Services | COMPLETED |
| | | 1.2 | Approval of the Council Business Plan by Cabinet | Cabinet | COMPLETED |
| | | 1.3 | Determine monitoring for Business Plan delivery | Director of Corporate Services | 30 June 2024 |
| | | 1.4a | Review of Service Plans to ensure Council Business Plan actions are reflected | All Directors | 31 July 2024 |
| | | 1.4b | Review of Council Business Plan to ensure all actions are reflected in Services Plans | Director of Corporate Services | 31 July 2024 |
| 2 | The very small number of elected members from across the council | 2.1 | Group Leaders to reflect on LGA advice within their Groups | Support from Chief Executive and Monitoring Officer | On-going |

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| | chamber whose behaviours are impacting so negatively must ask themselves what they want their legacy to be and find ways of working effectively in a context of No Overall Control | | | |
| 3 | Gear up fully to deliver the proposed Combined County Authority arrangements | 3.1 Consider the recruitment of the Torbay Council devolution “co-ordinator” for 12 months | Director of Corporate Services and Director of Pride in Place | To be determined after the General Election |
| | | 3.2 Agree internal arrangement for staffing and backfill/recruit as required | Director of Corporate Services | To flow from 2.1 |
| | | 3.3 Continue to work with Devon County Council on the establishment and implementation of the Devon and Torbay Combined County Authority | Chief Executive | To be determined after the General Election |
| | | 3.4 Establish Devon and Torbay Combined County Authority | Chief Executive | To be determined after the General Election |
| | | 3.5 Review the Local Transport Plan, identifying linkages to a future Devon and Torbay Local Transport Plan and associated offers and asks | Director of Pride in Place | December 2024 |
| | | 3.6 Review the Economic Growth Strategy, identifying linkages to a future Devon and Torbay Economic Strategy and associated offers and asks (including | Director of Pride in Place | December 2024 |

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| | | around training, skills, employment and business support) | | |
| 4a | Dedicate greater time and space for thinking and collaboration across the organisation to inform strategic direction and focus on outcomes | 4.1 Develop proposals to determine how this will be facilitated, following engagement with colleagues across the Council | Director of Corporate Services and Director of Adult and Community Services | 31 July 2024 |
| | | 4.2 Establish periodic check and challenge to ensure that this is embedded as our approach moving forward | Director of Corporate Services and Director of Adult and Community Services | 31 July 2024 |
| | | 4.3 Review the Decision Making Framework and Internal Governance Meeting Structure (and associated processes) in order to empower Directors and their teams | Director of Corporate Services to develop proposal | 31 July 2024 |
| | | 4.4 Ensure that governance arrangements are followed in order to free up time and space for greater collaboration within DOM, SLT and CAD, including effective use of the Member Casework System | All Directors | On-going |
| 4b | Develop a more distributed model of leadership | 4.5 Ensure the Member Development Programme provides support for councillors' role as ambassadors for their local areas | Director of Corporate Services | 31 July 2024 |
| | | 4.5 Linking to the Our People Strategy Action Plan, consider the potential to develop a Head of Service support programme and a development programme for aspiring Heads of Service | Chief Executive | 30 September 2024 |

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| 5 | Ensure the People Strategy is collectively owned and led from the top | 5.1 | Run senior management session to help facilitate knowledge, co-design actions and increase ownership | Director of Corporate Services | 30 June 2024 |
| | | 5.2 | Launch People Strategy with associated Communication and Engagement Plan | Director of Corporate Services | July 2024 |
| | | 5.3 | Review the leadership and membership of the Our People Board to drive delivery of the Our People Strategy Action Plan (with the Chief Executive as Senior Responsible Officer) | Chief Executive | Summer 2024 |
| | | 5.4 | Deliver the Our People Strategy Action Plan including: <ul style="list-style-type: none"> • The establishment of staff awards • Recognising, celebrating and communicating everyday successes and achievements • Phase 2 of the Internal Engagement Strategy | Chief Executive | On-going |
| 6 | Ensure corporate leadership and ownership to develop a clearer focus on equalities, diversity and inclusion | 6.1 | Deliver the Equality, Diversity and Inclusion Action Plan | Director of Public Health and Director of Corporate Services | On-going |
| | | 6.2 | Establish mechanism to report on progress against the Action Plan to Lead Members and DOM on a quarterly basis | Director of Corporate Services | 31 July 2024 |
| | | 6.3 | Update the Equality, Diversity and Inclusion Action Plan on an annual basis taking account of equality | Director of Public Health and Director | From January 2025 |

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| | | data and feedback from resident and staff engagement | of Corporate Services | |
| 7 | Reflect on current approaches around process and system to ensure risk is balanced with outcomes and the necessary assurance is received on what matters most | 7.1 Revise and embed the Performance Management Framework | Director of Corporate Services | From June 2024 |
| | | 7.2 Review current approach, testing against guidance and best practice from elsewhere, and determine correct approach for our circumstances | Director of Finance and Director of Corporate Services | 30 September 2024 |
| | | 7.3 Make best use of data and insight to drive improved outcomes, | Director of Public Health | September 2024 |
| 8 | Deliver a 'reset' of Overview and Scrutiny organisationally and politically | 8.1 Review the draft Local Protocol for Overview and Scrutiny taking account of the Statutory Guidance issued in April 2024 | Director of Corporate Services and Director of Adults and Community Services | September 2024 |
| | | 8.2 Consider further, potentially external, training requirements for members and officers in relation to overview and scrutiny | Director of Corporate Services and Director of Adults and Community Services | September 2024 |
| | | 8.3 Adopt through Council and embed new changes | Director of Corporate Services | 30 September 2024 |

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| 9 | Create the space for cross-party consideration of matters relating to Constitutional and elected member governance | 9.1 Review ways of working to ensure that the overall structure provides the required opportunities for all issues to be addressed | Chief Executive | 31 July 2024 |
| | | 9.2 Council Leadership Group to agree approach | Chief Executive | 31 July 2024 |
| 10 | Maintain the focus on the nine areas of significant spend and demand pressure | 10.1 Ensure that there continues to be focus on these areas, with report to Cabinet established | Director of Finance | On-going |
| 11a | Consider the approach to the council's buildings and accommodation | 11.1 Review previous initiatives in relation to office accommodation to assess the following against the Target Operating Model: <ul style="list-style-type: none"> • cost/benefit • response to staff survey • current contractual arrangements for staff, including the requirement for monthly team anchor days | Director of Pride in Place and Director of Corporate Services | December 2024 |
| | | 11.2 Subject to 11.1, agree the Council's approach to its buildings and accommodation | All Directors | December 2024 |
| | | 11.3 Determine the Council's wider approach to our estate, including the need or otherwise for increased customer access points | Director of Pride in Place and Director of Adult and Community Services | December 2024 |
| | | 11.4 In light of 11.1-11.3, review the Council's Asset Management Strategy and Policy | Director of Pride in Place | December 2024 |

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| | | 11.5 Consider how a One Bay Estate approach could be used to place-shape and optimise the use of assets across Torbay | Director of Pride in Place | 2025/2026 |
| 11b | Take stock of the learning, challenges and opportunities around the 'return to the workplace' | 11.6 Review the Flexible Working Policy to collectively consider the learning, challenges and opportunities that exist as return to the workplace continues | Director of Corporate Services | August 2024 |
| 12 | Enhance the corporate approach to transformation | 12.1 Consider extension of current temporary resource to safeguard future delivery timescales and consider extra project leads and business analysts to increase rate of change | Director of Finance | July 2024 |
| | | 12.2 Consider Internal Audit recommendation of Portfolio Manager (or Programme Manager) role and associated support requirements to enable a PMO approach based on cost/benefit | Director of Finance | August 2024 |
| | | 12.3 Adopt standardised project methodology across the Council | Director of Corporate Services and Director of Pride in Place | August 2024 |
| | | 12.4 Complete the Service Review of Corporate Services (to include consideration of silos of project management being brought together under one Programme Management Office) (see also 13.2) | Director of Corporate Services | April 2025 |
| 13 | Evolve the role and ways of working of corporate services | 13.1 Support all directorates to have "Brilliant Basics" in place | Director of Corporate Services | December 2024 |

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| | | 13.2 Complete the Service Review of Corporate Services to appraise Corporate Services against our Design Principles and our progress towards the Target Operating Model (see also 12.4) | Director of Corporate Services | April 2025 |
| 14 | Undertake the necessary functional realignments in relation to the TDA | 14.1 Review the organisational structure of the Council to appropriately reflect the functions previously undertaken by TDA, including ensuring that there is strengthened delivery around economic regeneration and growth | Director of Pride in Place | November 2024 |
| | | 14.2 Ensure that the working practices and processes that apply to assets, projects and other services previously delivered through TDA are consistent with other Council areas | Director of Pride in Place | November 2024 |
| 15 | Dedicate the necessary resource to develop the housing strategy and ensure the delivery of it is corporately owned | 15.1 Complete preparation of Housing Strategy Delivery Plans | Director of Pride in Place | September 2024 |
| | | 15.2 Assess resource requirements against Delivery Plans and recruit as indicated | Director of Pride in Place and Director of Finance | September 2024 |
| | | 15.3 Develop closer working relationship with Homes England, identifying linkages to a future Devon and Torbay housing approach/capital programme and associated offers and asks | Director of Pride in Place | December 2024 |
| | | 15.4 Deliver the actions within the Council Business Plan in relation to homelessness | Director of Adult and Community Services | December 2024 |

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| | | 15.5 Delivery against targets and mitigations against risk to be considered through Performance Reports and Risk Reports | Director of Pride in Place, Director of Adult and Community Services and Director of Corporate Services | From June 2024 |