

LGA Peer Review of Torbay Council's control and influence of the Torbay Economic Development Company Ltd (TDA)

Detailed Action Plan

Purpose:

In August 2020 and on behalf of the Council, the Local Government Association (LGA) undertook a governance review of how the Council exercises its control and influence of the Torbay Economic Development Company Ltd, (known as TDA). The review focused on the governance of the current delivery model, plus accountability for policy and 'risk and reward'. The LGA Peer Team asked several key strategic questions including:

1. Policy accountability and responsibility.
2. Understanding of individuals own personal role in relation of the operation of the TDA Board.
3. Governance – Council and TDA Objectives; commissioning; communication and general oversight.
4. General understanding of the financial operation/performance measures.
5. TDA Board – operational practices.

This action plan sets out the Council's and TDA's proposed response to the LGA Peer Review's recommendations.

No.	Recommendation	Detailed Action	Assigned to	Indicative Timescale
1.	Improve further working relationships and increase opportunities to work together (3.1)	<ol style="list-style-type: none"> 1. Shareholder Panel to be set up to include the Leader, Deputy Leader, Chief Executive of the Council and the Chairman, Chief Executive and another member of the TDA Board. Terms of reference to be developed to encompass: <ul style="list-style-type: none"> - establishing the high-level aspirations and direction of TDA by the council; - aspects for reserved matters to be considered; - strategic requests from TDA - TDA communication and publicity for forthcoming projects and Council's role 2. The Officer Commissioner Quarterly Performance meeting to align to the outcomes of the Shareholder panel, ensuring that the direction of travel is activated and delivered. 3. Create a 'refreshed' performance dashboard. 4. Regular and formal meetings to take place between TDA's Company Secretary and the Council's s.151 Officer (to take place in the Officer Commissioner Quarterly Performance meeting, and once TorVista is operational – to take place in intervening times on a monthly basis). 5. Director of Place to sit on TDA Board as a non-voting member. 	<p>Head of Governance</p> <p>Director of Place</p> <p>Director of Place</p> <p>Head of Finance</p> <p>TDA Company Secretary</p>	<p>November 2020</p> <p>November 2020</p> <p>December 2020</p> <p>November 2020</p> <p>Immediately</p>

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2.	Review of training and support to councillors on TDA Board, plus the role of the council/cllrs for wider TDA Board Members (3.2)	1. Develop training programme and review support/advice provided to ensure a more mutual recognition of each other's contributions, by the development and delivery of a refreshed Induction and Annual Appraisal process for TDA Directors, ensuring training on: <ul style="list-style-type: none"> - the role of councillors on TDA Board and how wholly owned companies operate for councillors; and - how the council operates and the challenging role of councillors for wider TDA Board members - Information Sharing. 	TDA Chief Executive and Company Secretary	January 2021
3.	Enhance the role of Audit Committee to ensure it holds TDA to account (3.3)	1. Develop and deliver training on the role of the TDA to ensure that it is equipped to hold TDA to account.	Head of Governance	January 2021

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4.	Showcasing the work of TDA. (3.3)	<ol style="list-style-type: none"> 1. Quarterly written briefing from TDA to Councillors as to inter alia; <ul style="list-style-type: none"> - Delivery of Economic Strategy, - Work of TorVista - Progress of Council projects 2. Hold joint Council and TDA annual 'state of the nation' event with the community to showcase the ambitions of the Council, the work of TDA, and projects delivered by them on behalf of the Council. Event to encompass: <ul style="list-style-type: none"> - The Council's future economic ambitions, - Showcase of TDA projects and how TDA will support the Council deliver its ambitions. 	<p>TDA Chief Executive</p> <p>Council and TDA Chief Executives</p>	<p>December 2020</p> <p>March 2021</p>
5.	TDA Board membership to be extended to link with the third sector (3.5).	TDA Chairman to consider how to ensure that the third sector is appropriately engaged in the work of TDA.	TDA Chairman	November 2020

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6.	TDA Board practices (3.5)	<ol style="list-style-type: none"> 1. TDA to adopt 'Forward Plan' approach to enable TDA Board members to contribute to agenda planning 2. Review length of Board meetings, including timescales for agenda items, timeliness of receipt of agendas and length of reports. 3. TDA Board meetings to focus on strategic aspects as opposed to operational. 	<p>} } TDA Chairman }</p>	<p>} } November 2020 }</p>

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7.	Review of all Council owned Companies (2.4/2.5)	<p>1. The Council reviews the operation of all of its wholly companies in light of COVID-19, Brexit and local government re-organisation and to ensure these challenges are understood and the Council shapes its self accordingly, including</p> <ul style="list-style-type: none"> (i) Are economies of scale being achieved or could be improved through different working arrangements/a more integrated company governance structure (ii) Are the outcomes of the companies in line with original expectations, including HR, legal, commercial and financial arrangements (iii) Are the right services sitting within the companies, (iv) Is the strategic operation and delivery of the companies too large or remote from the Council and hence increasing the council's risk profile too much? 	Council Chief Executive	Commence July 2021