



LGA Corporate Peer Challenge – December 2015

ORIGINAL ACTION PLAN – Position Statement

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

Note: this action plan has now been superseded by revised/reprioritized action plan arising from the LGA Corporate Peer Challenge Team's follow up visit in September 2016.

	Recommendation	Overall Response	Detailed Action	Indicative Timescale	Lead Officer	LGA Support	Progress update, <i>plus position for new action plan shown in italics</i>
	Understanding of the local place and priority setting/ Leadership of Place						
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</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>	<p>Following exploration of arrangements elsewhere, Strategic Partnership Working Party have concluded upon an initial invite list for initial meeting and a ‘visioning’ session with partners.</p> <p>Meeting held on 6 September 2016, supported by Matt Nichols, LGA. Meeting demonstrated significant partner enthusiasm and support. Agreed actions as to further meeting in October, partners working on draft structure for next meeting and LGA undertaking place survey.</p> <p>Further meeting of Strategic Partnership Working Party on 29 September 2016.</p> <p><i>Partly completed and ongoing work – transferred to revised action plan</i></p>

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			consultation with key strategic partners.				
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>Discussion commenced with Strategic partners at meeting on 6 September 2016, with support from Matt Nichols, LGA. Next meeting. Next meeting in October to progress and hopefully receive presentation from another authority as to their work in this respect.</p> <p>Matt Nichols visited Torbay on 15 August 2016 for specific support and was involved in session with partners on 6 September. Support continuing.</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. Strategic Forum to use links to champion Torbay.	Resources to be identified by November 2016. On-going once plan has been created.	Steve Parrock	LGA to help facilitate and organise regional/national discussion group	Resources to be identified through budget process. Work with Matt Nichols (LGA) and Strategic Partnership putting in place the basis for this area to progress from here. <i>Ongoing work transferred to revised action plan</i>
Financial Planning and Viability							
4.	Urgently develop a Medium Term Financial Plan, covering period of Corporate Plan (four year). The MTFP to demonstrate how Torbay will meet the budget	Develop four year plan for saving and investment. Develop efficiency plan.	Develop Efficiency Plan, for approval by October 2016. Efficiency Plan to include how the Council will meet the financial challenges over the following three years, so as to inform normal	Efficiency Plan to be presented to Full Council meeting in September 2016.	SLT	Review of draft plan together with desktop review of finances in late June/July 2016 by Chris West	Transformation programme established to feed into Efficiency Plan. Desktop review of finances undertaken by Chris West – brief report prepared to input into review on 27 September

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	<p>challenges it faces, including;</p> <ul style="list-style-type: none"> - Asset sales and associated developments - Working with partners - Solutions inside and outside of Torbay 		<p>budget setting processes.</p>			<p>LGA to ascertain any information possible as to requirements of Efficiency Plan</p>	<p>2016.</p> <p>Efficiency Plan to be presented to Full Council on 22 September 2016.</p> <p><i>Ongoing work transferred to revised action plan</i></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</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</p>	<p>Transformation Board established.</p> <p>Business Cases being developed.</p> <p>Transformation Board 9 May 2016 – Lisa Annear and Andy Felton attended to provide external support and challenge.</p> <p>11 August - SLT approved creation of Transformation Team to further drive delivery of programme. Initial posts recruited to.</p> <p>Productivity Expert</p>

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	ensure it creates a stable financial platform for the future.					productivity expert to assist in developing Assets business case. Alan Finch (LGA) to liaise with Kevin Mowat.	programme application approved – input now awaited. <i>Complete</i>
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>	Sustainable budget to be identified including monitoring of thresholds, gate keeping, care planning and levels of risk.	<p>Children’s Services Five Year Plan to deliver savings, in line with appropriate benchmarking.</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>	Delivery of Children’s Services Five Year Plan to be presented to Council meeting in July 2016.	Andy Dempsey	<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>A revised Children’s Services Financial Plan will be presented to Council in October/November to feed into the Corporate financial plan.</p> <p>Transformation Programme to oversee spend reducing to benchmark.</p> <p>PeopleToo appointed - initial work completed in August with a further phase commissioned for September to determine comparative costs and support improvement activity.</p> <p>A time banded piece of work will be undertaken</p>

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							<p>between September and January to determine the base case for the ICO as an alternative delivery model for Children's Services.</p> <p>Transfer to ICO is designated as a Transformation project</p> <p><i>Ongoing work transferred to revised action plan</i></p>
7.	Review Asset Management and disposal plan	Identify proactive programme to dispose of assets or alternatively maximize future revenue from such, at a greater scale and pace Review Asset Management Strategy	<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"> a) opportunities for future revenue generation b) disposal. <p>Plus linkage to Medium Term Financial Plan and Efficiency Plan (as per 4 above) and Transformation Programme (as per 5 above).</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.	Kevin Mowat	Productivity expert to review (as per 5 above).	<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> <p><i>Ongoing work transferred to revised action plan</i></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 Including Business rate 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.	Kevin Mowat	Review and challenge	New investment strategy being prepared to present to Council in September 2016. Work on new economic strategy to commence by TDA in October to be submitted to Council in February 2017. <i>Ongoing work transferred to revised action plan</i>
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. This is linked to Assets Transformation Project. <i>Ongoing work transferred to revised action plan</i>
10	Ensure portfolio for Finance has sufficient	Mayor to review Executive	For the Mayor to consider his approach.	Annual Council Meeting -	n/a	Peer Support to Mayor	Mayor to advise if he wishes to make any changes to his Executive.

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	capacity to provide greater focus and capacity for the future	Lead arrangements		May 2016.			<i>Complete</i>
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 to be finalised by end of September 2016. <i>Complete</i>
12	Produce summarised and straight forward document for budget savings to ensure accessibility	Review budget documentation	Benchmark against good practice by other authorities. Evaluate 2016/17 approach with members. 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 Alan Finch identified to review	Initial review undertaken. Proposals to be tested with members and LGA. Kate Spencer and Alan Finch progressing review. Informal session with Audit Committee arranged to review documentation. <i>Complete – documentation due to be</i>

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							<i>published on 4 November 2016</i>
Organisational Leadership and Governance							
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"> <input type="checkbox"/> Peer mentoring <input type="checkbox"/> Constitutional knowledge <input type="checkbox"/> Member and officer roles and responsibilities <input type="checkbox"/> Member and officer relations <input type="checkbox"/> Leadership practice 	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>Training plan developed as a separate document, and dates in diaries to progress.</p> <p><i>Original training plan partly delivered – ongoing work transferred to revised action plan</i></p>

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			<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>				
14	<p>Undertake a review of the decision making process, including;</p> <ul style="list-style-type: none"> - Review adequacy and effectiveness of the Policy Framework 	<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>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> <p><i>Ongoing work transferred to revised action plan</i></p>

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	<ul style="list-style-type: none"> - The role of Overview and Scrutiny and the CFPS recommendations - Member and Officer roles and responsibilities - Member and officer relations - The presentation of issues to members without fear, favour. or agenda - Transparency - Records of Decision - Consider effective reporting back to full council from members on representative boards. 		Peer support to assist (as per 19 below).				
15	Embed core values adopted	Review work undertaken	Core values to be included on all reports	Alongside training as	Anne-Marie	As per 13 above	On-going

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	for staff and reinforce them through actions of senior officers Encourage members to demonstrate same values and behaviours	to date and plan programme to ensure values are embedded throughout the Council. Governance Support to work with Members to share staff core values and develop proposals for members.	and documentation. Appraisals and staff supervision to include performance against core values. Staff communications to include best practice examples where staff have met core values. Also links to 13 above for delivery of training/development for members.	per 13 above.	Bond		<i>Ongoing work transferred to revised action plan</i>
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. <i>Complete</i>
17	Review approach to managing perceived conflict of interests	Members to individually review their interests and potential for perceived conflicts of	Link to 13 above so as to ensure members have all necessary knowledge. Ensure staff are briefed on requirements for	Ongoing	Anne-Marie Bond	Through mentoring support and provision of training as per 13 above.	Peer Mentors in place. Training plan developed which will further support this. <i>Complete</i>

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		interests.	members interests and including channels to report any concerns.				
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/ Anne-Marie Bond		SLT and Audit Committee continue to review and refine. <i>Ongoing and incorporated into main stream work of the Council – no longer required in revised action plan</i>
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	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	Ongoing	Anne-Marie Bond	Provision of mentoring support (43 days)	Peer Mentors in place and providing support. SLT reviewing training and support needs - plan approved at September SLT meeting. Managers Forum and Connect Events in place and working well as a channel for feedback from staff to SLT

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	ideas.		Manager's Forum as a channel for feedback.				<i>Complete – support from Peer Mentors ongoing, plus support through the revised Member Development Programme as required</i>
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	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. <i>Ongoing and incorporated into main stream work of the Council – no longer required in revised action plan</i>
Capacity to Deliver							
21	The Council needs to communicate as to the need to urgently prepare an efficiency plan and make difficult decisions, whilst	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	Ongoing	Michelle Pierce	LGA communications team to help advise and signpost	Action Plan being drafted following Matt Nichols visit on 15 August 2016. <i>Ongoing and incorporated into main stream work of the Council – no longer required in revised action</i>

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	being clear that the Council is sustainable in such circumstances		actively encourage them to present innovative ideas.				<i>plan</i>
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	Steve Parrock	None required	Transformation Board and Team in place. <i>Ongoing work transferred to revised action plan</i>
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 in place. Member Development Programme approved. <i>Ongoing work transferred to revised action plan</i>
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. Link to members training and development (see 13 above) and identify joint training where appropriate.	Ongoing	Steve Parrock (supported by Julia Baldie)	Review of training programme once drafted	SLT reviewed training and support needs - plan approved at September SLT meeting. <i>Ongoing and incorporated into main stream work of the Council – no longer required in revised action plan</i>

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			Also link to 19 above				
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>	Anne-Marie Bond	None required	<p>Chief Executive appraisal undertaken, facilitated externally.</p> <p>On-line appraisal system in place to provide data as to appraisals undertaken.</p> <p>Staff survey for Autumn 2016 to test reach compared with previous survey.</p> <p><i>Complete</i></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.	Anne-Marie Bond	None required	<p>New system launched on 6 July 2016. Roll out of additional functionality Autumn 2016.</p> <p><i>Ongoing and incorporated into main stream work of the Council – no longer required in revised action plan</i></p>
27	Establish plans with key targets and milestones	Corporate Plan Delivery Plans to be	Corporate Plan Delivery Plans to be considered by Council in May 2016.	Annual Council May 2016	Steve Parrock	None required	Corporate Plan Delivery Plans approved by Full Council on 11 May 2016.

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	for the delivery of the Corporate Plan	approved by Full Council Effective Performance and Risk monitoring against the delivery plans.	Audit Committee to undertake performance and risk monitoring on an ongoing basis – link to 18 above.	Ongoing			<i>Complete</i>

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 - August