



**LGA Corporate Peer Challenge – December 2015/Follow Up Visit – September 2016**  
**LGA Finance Review – November 2016**  
**CIPFA Financial Resilience Review – November 2016**

**REVISED AND PRIORITISED STRATEGIC ACTION PLAN (including completed actions)**  
**Draft V12 – 24 January 2017**

<b>1. Review of Financial Resilience for Sustainable Council</b>			
<b>Actions:</b>	<b>Timeframe</b>	<b>Lead Officer</b>	<b>Progress update</b>
<p>1.1 Prepare Children’s Services Medium Term Financial Strategy that aligns with the Ofsted Improvement Plan, operational delivery plans and can be linked to corporate financial plans in a transparent way. To be presented to Council meeting for approval</p> <p>(Transformation Project)</p>	February 2017	Andy Dempsey and Martin Phillips	<p>A Medium Term Financial Strategy (2017-21) has been developed for Children’s Services. This has benefitted from the work undertaken by Peopletoo (commissioned by the LGA) and CIPFA. The MTFS has been considered by the Corporate Leadership Team and Mayor’s Executive and will be presented to Overview and Scrutiny on 25<sup>th</sup> January prior to approval by Council on 2<sup>nd</sup> February. A number of specific savings proposals made</p>

## 1. Review of Financial Resilience for Sustainable Council

Actions:	Timeframe	Lead Officer	Progress update
			within the MTFS have been included within the Council budget proposals for 2017/18
1.2 Agree performance monitoring mechanism for Children's Medium Term Financial Strategy	February 2017	Steve Parrock, Andy Dempsey and Martin Phillips	The MTFS will be subject to regular monitoring by Children's Services and Corporate Senior Leadership Team as part of the Council's ongoing financial monitoring arrangements. A Members' Monitoring Group, with across party representation, has been established as part of the overview and scrutiny arrangements for Children's Services including monitoring MTFS.
1.3 Review and undertake options appraisal of risk share agreement with ICO with a view to capping existing and potential future financial exposure	March 2017	Steve Parrock and Caroline Taylor	Options appraisal to be undertaken.
1.4 Establish effective financial and performance monitoring with ICO	April 2017	Steve Parrock, Caroline Taylor and Martin Phillips	Review of existing arrangements being undertaken as part of ASA.

## 1. Review of Financial Resilience for Sustainable Council

<b>Actions:</b>	<b>Timeframe</b>	<b>Lead Officer</b>	<b>Progress update</b>
1.5 Consider centralising the Council's commissioning, procurement and contract management functions to provide efficiencies and gain better intelligence and control over procurement costs	March 2017	Steve Parrock	LGA commissioning academy place for officers
1.6 (i) Review extent to which Public Health ring fenced grant is further used to support wider public health determinants (ii) Determine strategic approach to integrating Public Health within the Council or the ICO in relation to commissioning	End March 2017	Steve Parrock and Caroline Dimond	External facilitator required and currently being explored

## 1. Review of Financial Resilience for Sustainable Council

Actions:	Timeframe	Lead Officer	Progress update
<p>1.7 Maximise income from Council services and asset portfolio (to achieve commercial market rates where appropriate) and/or ensure achieving value for money (using benchmark diagnostics), with a particular focus on:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Children's</li> <li><input type="checkbox"/> Public Health</li> <li><input type="checkbox"/> Waste management</li> <li><input type="checkbox"/> Planning</li> <li><input type="checkbox"/> Parking (potential 20% increase)</li> <li><input type="checkbox"/> Council Tax Collection costs</li> <li><input type="checkbox"/> Collection rate low income</li> <li><input type="checkbox"/> Concessionary fares</li> <li><input type="checkbox"/> Rental Income</li> </ul>	<p>March 2017 initial milestone</p>	<p>Caroline Taylor</p>	<p>To progress each separate project through the Transformation Programme</p>
<p>1.8 Prepare framework for Investment Fund decisions to ensure Fund exploits all benefits, including reflecting on balance between debt and income; and different categories e.g. investment for return and investment for regeneration</p>	<p>April 2017</p>	<p>Anne-Marie Bond and Martin Phillips</p>	<p>Investment Committee appointed and Investment Strategy approved by Council.</p> <p>Investment Strategy being reviewed by Investment Committee to be resubmitted to Council for approval.</p>

## 1. Review of Financial Resilience for Sustainable Council

<b>Actions:</b>	<b>Timeframe</b>	<b>Lead Officer</b>	<b>Progress update</b>
1.9 Review existing and future contract arrangements of Tor2 to ensure the Council is a true partner and has key financial information on an open book basis including split options of the contract	Summer 2017	Kevin Mowat/Fran Hughes	Contract review is already being undertaken with support from independent Consultants Stradia Ltd. Open book accounting and split options of contract will be reviewed in February 2017 onwards with formal recommendations for the future of the partnership being presented in summer 2017.
1.10 Obtain specialist advice and revise Treasury Management Strategy to ensure maximizing current market conditions and internal funds/borrowing	March 2017	Martin Phillips/ Pete Truman	Currently being commissioned and awaiting response from Capita
1.11 Review current risk management and implement any changes	March 2017	Caroline Taylor	Review current risk management approach by Transformation Board

## 1. Review of Financial Resilience for Sustainable Council

### Completed Actions:

Action:	Timeframe	Lead Officer	Progress update
C1.1 Receive external financial review.	November 2016	Martin Phillips/Steve Parrock	LGA financial review completed – resulting actions incorporated above  CIPFA Financial Resilience review completed – resulting actions incorporated
C1.2 Maintain balance of £2m within Comprehensive Spending Review reserve	November 2016	Martin Phillips	Recommended reserve levels contained within Review of Reserves Report
C1.3 Prepare summary of proposed savings for 2017/18 budget as an appendix to Fit for the Future documentation	November 2016	Anne-Marie Bond	Completed – updated version published 14 November 2016
C1.4 Establish a Children's Services Placements and Commissioning Team as a key element within improved Permanence Planning approach in order to deliver better outcomes for children, alongside challenge and support to providers on costs and quality, liaising with sub regional partners as necessary.	December 2016	Andy Dempsey and Lin Ferguson	A Children's Services' Placements and Commissioning Team was put in place in December 2016. Over time it will take responsibility for all aspects of placement activity as part of our improved approach towards permanence planning that delivers better outcomes for children looked after and provides value for money.

## 1. Review of Financial Resilience for Sustainable Council

### Completed Actions:

Action:	Timeframe	Lead Officer	Progress update
			Currently some of the resources comprising the team are supported by time limited funding and one of the challenges remaining is to find a sustainable solution as part of a wider review of Children's Social Care staffing and structures.
<p>C1.5 Establish governance arrangements for Investment Fund including:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Appoint external expert to critique investments proposals (to provide balance to TDA recommendations);</li> <li><input type="checkbox"/> Definite legal advice for safe execution; and</li> <li><input type="checkbox"/> Appointment of Investment Committee;</li> </ul>	October 2016	Anne-Marie Bond and Martin Phillips	Investment Committee in place. Panel of External advisors appointed to provide advice on investment proposals. Legal advice obtained in respect of Investment Fund strategy.
C1.6 Christmas leave and leave purchase arrangements to identify savings	December 2016	Anne-Marie Bond	Completed as part of the review of Terms and Conditions.

## 1. Review of Financial Resilience for Sustainable Council

### Completed Actions:

Action:	Timeframe	Lead Officer	Progress update
C1.7 Review Council Tax Support Scheme	December 2016	Bob Clark	Revised scheme approved by Full Council in December 2016.



## 2. Transformation

Actions:	Timeframe	Lead Officer	Progress update
2.1 Develop council-wide digital strategy	February 2017	Bob Clark/Fran Hughes	LGA offer of place on Digital Academy – booked for end February 2017 Review others best practice for presentation to Transformation Board
2.2 Prioritise Transformation Plans with focus on benefits realisation including: <ul style="list-style-type: none"> <li data-bbox="353 746 873 890">□ providing a clearer link between transformation and departmental savings, with details of savings agreed or proposed; and</li> <li data-bbox="353 938 873 1002">□ maintaining a list of projects not agreed/ideas emerging</li> </ul>	March 2017	Caroline Taylor supported by Lisa Chittenden	In progress – report being prepared for February 2017 Transformation Board
2.3 Identify appropriate processes to ensure robust due diligence is applied to all transformation projects	March 2017	Caroline Taylor supported by Lisa Chittenden	In progress – report being prepared for February 2017 Transformation Board.
2.4 Prepare quality execution plans to meet budget gap to ensure delivery of transformation projects, including resourcing and specialist support for key saving areas	March 2017 initial milestone	Caroline Taylor supported by Lisa Chittenden	In progress – report being prepared for February 2017 Transformation Board setting out detail of Project Execution Plans (PEP) for board approval. Once approved PEP's will

## 2. Transformation

Actions:	Timeframe	Lead Officer	Progress update
			be put into place.
2.5 Identify additional transformation projects/cessation of services so as to ensure budgets remain robust if some projects are ultimately not delivered/slip in terms of delivery	April 2017	Caroline Taylor and Fran Hughes	Ongoing – this will be an ongoing piece of work for the Transformation Team, Programme Delivery Boards and the Transformation Board.
2.6 Transformation Programme to have overall stated vision for change e.g. transforming the way the Council overall operated or is structured and this is communicated	January 2017	Caroline Taylor, supported by Lisa Chittenden and Michelle Pierce	In progress – vision drafted and will be taken to February 2017 Transformation Board for review and approval.
2.7 Review governance arrangements of Transformation Board to ensure appropriate levels of management oversight, including establishment of project delivery boards for key board themes with appropriate project management and finance support	February 2017	Caroline Taylor supported by Lisa Chittenden	In progress – report being prepared for February 2017 Transformation Board outlining a new governance approach.
2.8 Identify best practice and seek specialist advice on establishment of Housing Company and establish if Torbay has a significant gap in the market to build and buy enough houses for rental	February 2017	Caroline Taylor	In progress – Business Case being prepared for 23 February 2017 Council meeting.

## 2. Transformation

<b>Actions:</b>	<b>Timeframe</b>	<b>Lead Officer</b>	<b>Progress update</b>
2.9 Consider proactive approach to driving town centre regeneration including direct investment, compulsory purchase and appropriation	April 2017	Kevin Mowat	Specialist strategic advice sought in terms of how the Council can pro-actively use compulsory purchase and appropriation.
2.10 Sports activity subsidies – undertake review to identify options for moving to nil subsidies	June 2017	Fran Hughes/Kevin Mowat	Initial assessment complete of income foregone for Council land. Further work required on sports pitches.

## 2. Transformation

### Completed Actions:

<b>Action:</b>	<b>Timeframe</b>	<b>Lead Officer</b>	<b>Progress update</b>
C2.1 Establish multi-disciplinary project team (encompassing homelessness, planning, finance and legal) to determine need for Housing Company	September 2016 and on-going	Caroline Taylor	In progress- proposal to council on 23 February 2017

### 3. Vision and narrative for Torbay with key stakeholders

<b>Actions:</b>	<b>Timeframe</b>	<b>Lead Officer</b>	<b>Progress update</b>
3.1 Formulate narrative and place brand for long term aspirations for Torbay with key partners	Spring 2017	Anne-Marie Bond and June Gurry	Development of place narrative progressing well, involving partners. LGA providing on-going support from Hackney Council to assist in the delivery of this.
3.2 Finalise governance arrangements for Strategic Partnership	Spring 2017	Anne-Marie Bond and June Gurry	Two informal meetings with partners have been held and it was felt the place narrative should be agreed before the final formalisation of the partnership.
3.3 Communicate and embed place narrative through partners and the community via communication strategy	April 2017	Anne-Marie Bond and June Gurry	Communication strategy in place by April 2017, following finalisation of place narrative.  LGA funding to continuing support from Hackney Council to deliver this.

### 3. Vision and narrative for Torbay with key stakeholders

#### Completed Actions:

<b>Action:</b>	<b>Timeframe</b>	<b>Lead Officer</b>	<b>Progress update</b>
C3.1 Facilitate effective Partnership Forum	Summer 2016	Anne-Marie Bond supported by June Gurry	LGA support from Matt Nichols. Key partners brought together and work well underway to preparing draft place narrative.

#### 4. Increased Leadership and Capacity for Members and Officers

Actions:	Timeframe	Lead Officer	Progress update
4.1 Review of Council's senior management structure by Head of Paid Service, including increased capacity of commercially based financial expertise to deliver transformation plans	April 2017	Steve Parrock	Review in progress
4.2 Member Development Programme to be reviewed with the following to be delivered as priorities: <ul style="list-style-type: none"> <li><input type="checkbox"/> Address the Council's leadership challenges through a revised Member and Officer Development Programme, to include all members and SLT.</li> <li><input type="checkbox"/> Refreshed induction programme for Executive Leads and Senior Politicians.</li> <li><input type="checkbox"/> Developing Members awareness of need to make commercial decisions/decision making to generate income for the Council.</li> </ul>	March 2017	Anne-Marie Bond supported by June Gurry	LGA grant support and recommended facilitators  Current programme partly delivered and reviewed with Mayor and Group Leaders in December 2016  Refreshed induction plan being developed for Executive Leads and Senior Politicians.

#### 4. Increased Leadership and Capacity for Members and Officers

##### Completed Actions:

Action:	Timeframe	Lead Officer	Progress update
C4.1 Senior Leadership Team Development Programme prepared	September 2016	Steve Parrock	Senior Leadership Team Development Programme agreed on 13 September 2016 and being delivered throughout 2017.

## 5. Speedier Decision-making and Prioritisation Process

Target end date: March 2017

<b>Actions:</b>	<b>Timeframe</b>	<b>Lead Officer</b>	<b>Progress update</b>
5.1 Produce streamlined and speedier decision-making process to include method of prioritisation to ensure delivery of key issues at pace	In place by end February 2017	June Gurry	Initial draft completed, being considered by SLT.
5.2 Review and make recommendations on delegation levels to officers to increase speed of decision-making	End February 2017	Anne-Marie Bond	Review being undertaken as to levels of delegation in other authorities.



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**OPERATIONAL ACTION PLAN FOR OFFICERS**  
**Draft V6 –January 2017**

<b>Action:</b>	<b>Timeframe</b>	<b>Lead Officer</b>	<b>Progress update</b>
<b>Medium Term Resource Plan</b>			
O1 Budget Report – expand tables/add narrative to explain changes to increase overall understanding	April 2017	Martin Philips/Kate Spencer	Mayor’s budget proposals document published - complete
O2 Consider different ways of presenting information after reviewing examples of alternative budget reports provided by CIPFA	March 2017	Martin Philips/Kate Spencer	Mayor’s budget proposals document published - complete
O3 Prepare protocol for sign off of figures by Head of Finance on transformation	February 2017	Caroline Taylor and Lisa Chittenden	In progress
O4 Capital reporting needs closer link to revenue. Lack of detail of which capital schemes are financed through grants, which ones are self-financing and those that require revenue contributions	February 2017	Martin Philips	A summary page of funding will be included as part of the Capital Plan and additional descriptions will be included in both the Revenue Budget and Capital Plan to ensure linkage

<b>Action:</b>	<b>Timeframe</b>	<b>Lead Officer</b>	<b>Progress update</b>
O5 Include New Homes Bonus grant in funding not service	January 2017	Martin Philips	Complete
<b>Income Generation</b>			
O6 Separate out income for premises in exchange for services provided – income coming in to the Council on a commercial basis and choices over the level of costs of services provided made	February 2017 for initial review	Fran Hughes and Kevin Mowat	Initial assessment complete of income foregone for Council land. Further work required on sports pitches.
<b>New staff holding company</b>			
O7 Seek specific advice of the Scheme Actuary for the LGPS before embarking on potential new company models	January 2017	Anne-Marie Bond	Actuary instructed advice awaited.
<b>Other areas of potential savings to explore</b>			
O8 Payments by direct debit needs to be driven, saving costs and improving collection rates	March 2017	Bob Clark	Review in progress
O9 Undertake review of council tax processes to ensure efficiencies and value for money	March 2017	Bob Clark	In progress
O10 Complete implementation of Financial Services restructure	March 2017	Martin Phillips	Completed