



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

1. Review of Financial Resilience for Sustainable Council

Actions:	Timeframe	Lead Officer	Progress update to Council September 2017
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ALL ACTIONS NOW COMPLETED OR BEING MONITORED ELSEWHERE – PLEASE SEE COMPLETED SECTION BELOW

2. Transformation

Actions:	Timeframe	Lead Officer	Progress update to Council September 2017
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ALL ACTIONS NOW COMPLETED OR BEING MONITORED ELSEWHERE – PLEASE SEE COMPLETED SECTION BELOW

3. Vision and narrative for Torbay with key stakeholders

Actions:	Timeframe	Lead Officer	Progress update to Council September 2017
ALL ACTIONS NOW COMPLETED OR BEING MONITORED ELSEWHERE – PLEASE SEE COMPLETED SECTION BELOW			

4. Increased Leadership and Capacity for Members and Officers

Actions:	Timeframe	Lead Officer	Progress update to Council September 2017
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	Spring/Summer 2017	Steve Parrock	In progress. Proposals to be presented to Employment Committee on the 12 September 2017
4.2 Member Development Programme to be reviewed with the following to be delivered as priorities: <ul style="list-style-type: none"> • Address the Council's leadership challenges through a revised Member and Officer Development Programme, to include all members and SLT. • Refreshed induction programme for Executive Leads and Senior Politicians. • Developing Members awareness of need to make commercial 	Spring/Summer 2017	Anne-Marie Bond supported by June Gurry	In progress. Midterm programme being finalised for all Members and the Executive, to be agreed at next Mayor and Group Leaders meeting.

decisions/decision making to generate
income for the Council.

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OPERATIONAL ACTION PLAN FOR OFFICERS

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
Medium Term Resource Plan			
ALL ACTIONS NOW COMPLETED OR BEING MONITORED ELSEWHERE – PLEASE SEE COMPLETED SECTION BELOW			
Income Generation			
ALL ACTIONS NOW COMPLETED OR BEING MONITORED ELSEWHERE – PLEASE SEE COMPLETED SECTION BELOW			
Other areas of potential savings to explore			
ALL ACTIONS NOW COMPLETED OR BEING MONITORED ELSEWHERE – PLEASE SEE COMPLETED SECTION BELOW			

LGA Corporate Peer Challenge

Completed Actions

1. Review of Financial Resilience for Sustainable Council

Completed Actions:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
C1.1 Receive external financial review.	Complete	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	Complete	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	Complete	Anne-Marie Bond	Completed – updated version published 14 November 2016

1. Review of Financial Resilience for Sustainable Council

Completed Actions:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
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.	Complete	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 to Council September 2017
<p>C1.5 Establish governance arrangements for Investment Fund including:</p> <ul style="list-style-type: none"> • Appoint external expert to critique investments proposals (to provide balance to TDA recommendations); • Definite legal advice for safe execution; and • Appointment of Investment Committee 	Complete	Anne-Marie Bond and Martin Phillips	<p>Investment Committee in place.</p> <p>Panel of External advisors appointed to provide advice on investment proposals.</p> <p>Legal advice obtained in respect of Investment Fund strategy.</p>
C1.6 Christmas leave and leave purchase arrangements to identify savings	Complete	Anne-Marie Bond	Completed as part of the review of Terms and Conditions.
C1.7 Review Council Tax Support Scheme	Complete	Bob Clark	Revised scheme approved by Full Council in December 2016.
<p>C1.8 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>	Complete	Andy Dempsey and Martin Phillips	A Medium Term Financial Strategy (2017-21) has been developed for Children's Services and approved by Full Council.

1. Review of Financial Resilience for Sustainable Council

Completed Actions:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
<p>C1.9 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"> • Children's • Public Health • Waste management • Planning • Parking (potential 20% increase) • Council Tax Collection costs • Collection rate low income • Concessionary fares • Rental Income 	Ongoing	Caroline Taylor	<p>Ongoing - each separate project will be progressed through the Transformation Programme.</p> <p>CLOSE ACTION AS BEING MONITORED ELSEWHERE</p>
<p>C1.10 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>	Complete	Anne-Marie Bond and Martin Phillips	<p>Investment Committee appointed and Investment Strategy approved by Council.</p> <p>Investment Strategy reviewed and updated.</p>
<p>C1.11 Agree performance monitoring mechanism for Children's Medium Term Financial Strategy</p>	Complete	Steve Parrock, Andy Dempsey and Martin Phillips	<p>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</p>

1. Review of Financial Resilience for Sustainable Council

Completed Actions:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
			been established as part of the overview and scrutiny arrangements for Children's Services including monitoring MTFS.
C1.12 Review and undertake options appraisal of risk share agreement with ICO with a view to capping existing and potential future financial exposure	Complete	Steve Parrock and Caroline Taylor	Revised capped risk share agreement approved.
C1.13 Establish effective financial and performance monitoring with ICO	Complete	Steve Parrock, Caroline Taylor and Martin Phillips	Review of existing arrangements being undertaken as part of ASA. Members monitoring group in place and TOR as agreed at council set out. Revised capped risk share agreement approved.
C1.14 (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	Ongoing	Steve Parrock and Caroline Dimond	Being addressed via SLT and Transformation Programme. CLOSE ACTION AS BEING MONITORED ELSEWHERE

1. Review of Financial Resilience for Sustainable Council

Completed Actions:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
C1.15 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	Ongoing	Kevin Mowat/Fran Hughes	Work underway, overseen by Transformation Board. CLOSE ACTION AS BEING MONITORED ELSEWHERE
C1.16 Obtain specialist advice and revise Treasury Management Strategy to ensure maximizing current market conditions and internal funds/borrowing	Complete	Martin Phillips/ Pete Truman	Specialist advice received and fed into strategy.
C1.17 Review current risk management and implement any changes	Complete	Caroline Taylor	Review undertaken as to approach to assessing risks and benefits of transformation projects with revised governance arrangements.

2. Transformation

Completed Actions:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
C2.1 Establish multi-disciplinary project team (encompassing homelessness, planning, finance and legal) to determine need for Housing Company	Complete	Caroline Taylor	Establishment of a Housing Rental Company approved at July Council meeting.
C2.2 Prioritise Transformation Plans with focus on benefits realisation including: <ul style="list-style-type: none">• providing a clearer link between transformation and departmental savings, with details of savings agreed or proposed; and• maintaining a list of projects not agreed/ideas emerging	Complete	Caroline Taylor supported by Lisa Chittenden	Transformation Projects prioritised and governance arrangements approved by Transformation Board.
C2.3 Identify appropriate processes to ensure robust due diligence is applied to all transformation projects	Complete	Caroline Taylor supported by Lisa Chittenden	Current processes and governance arrangements in place ensuring appropriate levels of management oversight are in place.
C2.4 Prepare quality execution plans to meet budget gap to ensure delivery of transformation projects, including resourcing and specialist support for key saving areas	Complete	Caroline Taylor supported by Lisa Chittenden	Current processes and governance arrangements in place ensuring appropriate levels of management oversight are in place.

2. Transformation

Completed Actions:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
C2.5 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	Ongoing	Caroline Taylor supported by Lisa Chittenden	Ongoing – this will be an ongoing piece of work for the Transformation Team, Programme Delivery Boards and the Transformation Board. CLOSE ACTION AS BEING MONITORED ELSEWHERE
C2.6 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	Complete	Caroline Taylor, supported by Lisa Chittenden	Complete – Transformation Vision agreed at February Transformation Board.
C2.7 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	Complete	Caroline Taylor supported by Lisa Chittenden	See 2.2 & 2.3 above
C2.8 Consider proactive approach to driving town center regeneration including direct investment, compulsory purchase and appropriation	Complete	Kevin Mowat	Complete - Training undertaken in April 2017.

2. Transformation

Completed Actions:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
C2.9 Develop council-wide digital strategy	Ongoing	Bob Clark/Fran Hughes	Now overseen as a transformation project. CLOSE ACTION AS BEING MONITORED ELSEWHERE
C2.10 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	Complete	Caroline Taylor	Establishment of a Housing Rental Company approved at July Council meeting.
C2.11 Sports activity subsidies – undertake review to identify options for moving to nil subsidies	Ongoing	Fran Hughes/Kevin Mowat	Initial assessment of income foregone on Council land is now complete. Work is ongoing with leases on sports pitches. Now overseen as a transformation project. CLOSE ACTION AS BEING MONITORED ELSEWHERE

3. Vision and narrative for Torbay with key stakeholders

Completed Actions:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
C3.1 Facilitate effective Partnership Forum	Complete	Anne-Marie Bond supported by June Gurry	Torbay Together is now established – the partnership is now focusing on delivery.
C3.2 Formulate narrative and place brand for long term aspirations for Torbay with key partners	Complete	Anne-Marie Bond and June Gurry	Place Narrative approved by Council and partners. Work with partners to deliver against this is on-going.
C3.3 Finalise governance arrangements for Strategic Partnership	Complete	Anne-Marie Bond and June Gurry	Governance arrangements finalised at meeting held on 13 July 2017.
C3.4 Communicate and embed place narrative through partners and the community via communication strategy	Complete	Anne-Marie Bond and June Gurry	Communication strategy in place (April 2017), following finalisation of place narrative. Work now in place for Partnership to deliver.

4. Increased Leadership and Capacity for Members and Officers

Completed Actions:

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

5. Speedier Decision-making and Prioritisation Process

Completed Actions:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
C5.1 Produce streamlined and speedier decision-making process to include method of prioritisation to ensure delivery of key issues at pace	Complete	June Gurry	New approach approved by SLT. Revised processes and guidance prepared and roll out complete.

OPERATIONAL ACTION PLAN FOR OFFICERS

Completed actions / actions being monitored elsewhere:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017	
Medium Term Resource Plan				
O1	Budget Report – expand tables/add narrative to explain changes to increase overall understanding	Complete	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	Complete	Martin Philips/Kate Spencer	Mayor's budget proposals document published - complete
O3	Include New Homes Bonus grant in funding not service	Complete	Martin Philips	Complete
O4	Prepare protocol for sign off of figures by Head of Finance on transformation	Complete	Caroline Taylor and Lisa Chittenden	Regular meetings with Transformation Programme Manager, Transformation Finance Lead and Head of Finance underway. Sign off of figures to be approved at Transformation Board.

OPERATIONAL ACTION PLAN FOR OFFICERS

Completed actions / actions being monitored elsewhere:

Action:		Timeframe	Lead Officer	Progress update to Council September 2017
O5	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	Complete	Martin Philips	Agreed that SLT will act as Project Board for all Capital Projects going forward.
Income Generation				
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	Ongoing	Fran Hughes and Kevin Mowat	Initial assessment of income foregone on Council land is now complete. Work is ongoing with leases on sports pitches overseen by Transformation Board. CLOSE ACTION AS BEING MONITORED ELSEWHERE
Other areas of potential savings to explore				
O7	Complete implementation of Financial Services restructure	Complete	Martin Phillips	Completed
O8	Payments by direct debit needs to be driven, saving costs and improving	Ongoing	Bob Clark	Now overseen as a transformation project.

OPERATIONAL ACTION PLAN FOR OFFICERS

Completed actions / actions being monitored elsewhere:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
collection rates			CLOSE ACTION AS BEING MONITORED ELSEWHERE
O9 Undertake review of council tax processes to ensure efficiencies and value for money	Ongoing	Bob Clark	Now overseen as a transformation project. CLOSE ACTION AS BEING MONITORED ELSEWHERE
New Staff Holding Company			
O10 Seek specific advice of the Scheme Actuary for the LGPS before embarking on potential new company models	Ongoing	Anne-Marie Bond	Actuary instructed – initial advice received, which requires further exploration. CLOSE ACTION AS BEING MONITORED ELSEWHERE