

Teignbridge District Council
Executive
5 May 2026
Part i

One Teignbridge Council Strategy 2025-2030 – Governance Arrangements

Purpose of Report

To agree an approach to managing the implementation and performance monitoring of the One Teignbridge Council Strategy 2025-2030

Recommendation(s)

The Executive RESOLVES to:

1. To agree the governance arrangements for managing the implementation of the One Teignbridge Council Strategy 2025-2030.
2. To agree the performance monitoring arrangements for the One Teignbridge Council Strategy 2025-2030.

Financial Implications

These are as set out in section 4.1.

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Legal Implications

These are as set out in section 4.2.

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Risk Assessment

These are as set out in section 4.3.

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Environmental/ Climate Change Implications

These are as set out in section 4.4.

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Appendices

1. One Teignbridge Performance Groups – Terms of Reference
2. Corporate Performance Reporting Timetable 2026/2027

1. PURPOSE

- 1.1. The purpose of this report is to explain the proposed approach to managing the implementation and performance monitoring of the One Teignbridge Council Strategy 2025-2030. The report will set out the lead Elected Members and officers responsible for overseeing delivery of the Strategy and the framework for how performance targets will be monitored and scrutinised.

2. REPORT DETAIL

2.1. Overview

- 2.1.1. The One Teignbridge project was launched to the public on the 16th February 2024, to initiate the start of the new council strategy journey. This was followed by a wide-ranging consultation with residents, community leaders, voluntary groups and societies, businesses, and partners to hear about experiences of living and working in Teignbridge.
- 2.1.2. Thousands of opinions and lived experiences were recorded and analysed alongside information and data about the district. These highlighted five strategic priority areas for residents where the Council can have the biggest impact towards a positive future for Teignbridge: Community; Economy; Environment; Homes; and Infrastructure.
- 2.1.3. A sixth strategic priority area is a set of overarching principles that will guide the way the Council will work. These are based on the feedback received around what the community expects from the Council.
- 2.1.4. The [One Teignbridge Strategy](#) was adopted by Full Council on 14th January 2025. Following this, officers coordinated a series of focused meetings with relevant partners, stakeholders and community representatives to identify the main projects and business initiatives that will help to achieve the strategic priorities. These were included in an [Action Plan](#) which was adopted by Full Council on 23 October 2025.
- 2.1.5. At the Full Council meeting on 14th January, the relevance of reviewing the Council Strategy and Action Plan was queried in the context of Local

Government Reorganisation (LGR). However, it was agreed that having an evidenced strategy and a robust, deliverable action plan to focus the work of the authority prior to LGR would ensure that our communities' priorities are represented and taken forward as part of a new organisation.

3. GOVERNANCE ARRANGEMENTS

3.1. Overseeing implementation of the Strategy

- 3.1.1. A clear governance framework is essential to ensure the successful delivery of the One Teignbridge Council Strategy, to provide structured oversight, accountability, and alignment across all activity. With the Strategy now adopted and implementation underway through working groups and action planning, an agreed governance approach helps coordinate decision making, manage risks, and maintain consistency with corporate priorities and community expectations. It ensures that progress is monitored effectively, issues are escalated promptly, and that teams and partners remain focused on achieving the outcomes set out in the Council Strategy, supporting smoother delivery and reducing the likelihood of delays or conflicting approaches.
- 3.1.2. The Action Plan is divided into the 6 strategic priority areas with specific projects and business initiatives listed under each section. It also captures some key 'business as usual' tasks which are essential to meeting the strategic priorities. It is proposed to use these 6 strategic priority areas to structure the governance framework.
- 3.1.3. Throughout preparation of the One Teignbridge Strategy, we have engaged with our communities and partners. Many projects in the Action Plan depend on strong multi-agency collaboration and active community involvement and therefore to ensure effective delivery it is proposed to design the governance structure to include these community, business and partner representatives. This will place our communities at the heart of delivery, providing oversight and accountability while supporting implementation.

- 3.1.4. Each strategic priority area will have assigned officer, Head of Service, Executive Member and Director leads. Where possible, these have been aligned to existing Executive Member and Service level structures but there are various instances where responsibilities overlap. In these cases, the assigned lead officers and members will retain strategic oversight but individual project owners will be responsible for delivery.
- 3.1.5. Collectively, the assigned officers, Executive Members and Directors will form a One Teignbridge Performance Group for each priority area and will meet quarterly to review performance and progress. Terms of Reference for the Performance Groups are included in Appendix 1. Following these meetings, all relevant performance monitoring and exception reporting will be shared with the Senior Management Team (including Senior Leadership Team) enabling strategic coordination across the organisation.
- 3.1.6. Performance will then be reported quarterly to the Overview and Scrutiny Committee and Executive, providing democratic oversight and ensuring that delivery remains aligned with the ambitions of the One Teignbridge Strategy. The Corporate Performance Reporting timetable is included in Appendix 2.
- 3.1.7. Delivery of the One Teignbridge Strategy will therefore be supported through a structured and transparent governance framework. Each strategic priority area will be underpinned by dedicated partnerships involving businesses, community groups, and key stakeholders. These partnerships will help drive delivery and monitor progress against agreed actions.
- 3.1.8. It is proposed that the governance structure is as set out in Figures 1 and 2 below:

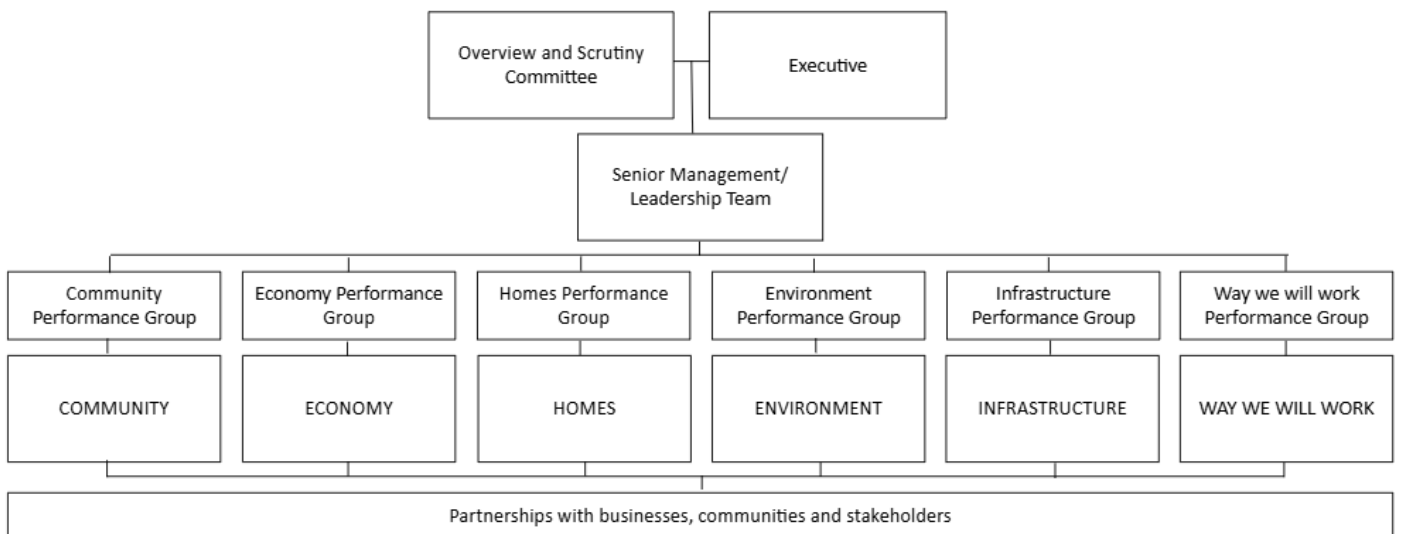


Figure 1: One Teignbridge Governance Diagram

Priority	Lead Officers	Executive Member	Director	Partnerships
Community	Head of Neighbourhoods (Lead) Head of Customer and Digital (Deputy) Nominated officer lead	Executive Member for Neighbourhoods	Director - Place	Community Safety Partnership Town and Parish Council Working Group (ongoing oversight of Charter implementation) Teignbridge Community Network (in partnership with the CVS)
Economy	Head of Assets (Lead) Head of Strategy and Partnerships (Deputy)	Executive Member for Economy, Estates and Major Projects	Director - Corporate	Chambers of Commerce Business Forums Education providers DCC/CCA

	Nominated officer lead			
Environment	<p>Head of Environmental Services (Lead)</p> <p>Head of Neighbourhoods (Deputy)</p> <p>Nominated officer lead</p>	<p>Executive Member for Environmental Services</p> <p>Executive Member for Environment, Climate and Sustainability</p>	Director – Customer Experience and Transformation	<p>Action for Climate in Teignbridge</p> <p>Teignbridge Cycle Forum</p> <p>Teign Estuary and Coastal Partnership</p> <p>Environment Action Group</p>
Homes	<p>Head of Housing (Lead)</p> <p>Head of Development Management (Deputy)</p> <p>Nominated officer lead</p>	<p>Executive Member for Housing and Homelessness</p> <p>Executive Member for Planning</p>	Director – Customer Experience and Transformation	<p>Home Action Group</p> <p>Developer and Agents Forums</p> <p>Local Plan Working Group</p>
Infrastructure	<p>Head of Leisure (Lead)</p> <p>Head of Strategy and Partnerships (Deputy)</p> <p>Nominated officer lead</p>	<p>Executive Member for Leisure and Recreation</p> <p>Executive Member for Economy, Estates and Major Projects</p>	Director - Place	<p>Strategic Infrastructure Partnership Network (multiple partnership arrangements – e.g. EA, Historic England, SWW, National Grid)</p> <p>DCC/CCA</p> <p>Homes England/ MHCLG</p> <p>Active Wellbeing Partnership</p>

The way we will work	Head of HR and OD (Lead) Head of Finance (Deputy) Nominated officer lead	Executive Member for Finance and Corporate	Director - Corporate	Teignbridge Community Network (in partnership with the CVS) – comprising Town and Parish Council and the Community and Voluntary Groups
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3.2. Performance Monitoring

- 3.2.1. The One Teignbridge Action Plan contains a series of key performance indicators (KPIs) which will be used as the basis for measuring performance against project targets.
- 3.2.2. A publicly facing Power BI dashboard will be used to present performance monitoring information for all measurable (i.e. numerical) KPIs, alongside progress against key projects. The introduction of live dashboards represents a step change in transparency and accessibility, enabling stakeholders to view up to date performance data at any point, rather than waiting for scheduled reporting cycles.
- 3.2.3. While formal performance updates will continue to be reported quarterly to the Senior Management and Leadership Team and subsequently to Overview and Scrutiny and Executive Committees (as shown in Figure 1), the dashboards will provide continuous, real time insight, allowing issues, trends and progress to be reviewed in advance and in the round.
- 3.2.4. Reports will focus on successes as well as exception reporting (i.e. highlighting only the things that didn't go as expected, for example, when performance, results, or activities fall outside the normal or acceptable range).

4. Implications, Risk Management and Climate Change Impact

4.1. Financial

- 4.1.1. The Council's ability to deliver services is directly influenced by the availability of financial resources. It is therefore essential that the Council maintains a proactive strategy for managing income and expenditure and makes prudent decisions about the future financing of services.
- 4.1.2. The Action Plan is aligned with the Medium-Term Financial Plan and the Capital Programme, and it will be reviewed annually to ensure continued alignment with the Council's budget.
- 4.1.3. The costs associated with implementing the One Teignbridge Strategy include officer time across all services in the organisation, in addition to specific allocated resource within the Strategy and Partnerships, and Customer and Digital service units to manage data collection, reporting, and presentation for management and committee approval. Additional costs relate to running engagement events with partnership and community groups and promoting One Teignbridge projects. These costs can be accommodated within existing staffing structures, and existing Council Strategy and Consultation and Engagement budgets.

4.2. **Legal**

- 4.2.1. There is no statutory requirement for the Council to produce a Strategy or supporting Action Plan. However, doing so is considered good practice and forms a key part of effective governance. Establishing a clear framework for monitoring and scrutinising performance of the Strategy and Action Plan will strengthen transparency around delivery and help ensure the Council can remain financially sustainable while meeting its statutory obligations and providing any additional discretionary services.

4.3. **Risks**

- 4.3.1. An effective governance framework is essential for ensuring transparency, accountability, and sound financial management in delivering the Corporate Strategy. Without clear arrangements for monitoring and scrutiny, the Council risks losing oversight of how priorities are delivered, weakening the quality of decision making, and reducing its ability to identify

underperformance or emerging issues at an early stage. This can limit the Council's ability to demonstrate responsible use of public funds and to maintain confidence in its strategic direction.

4.3.2. In addition, the absence of strong governance can increase exposure to strategic, service, and project risks, including financial pressures, inefficient resource allocation, and missed opportunities for improvement or transformation. Weak monitoring arrangements can also lead to poorer audit outcomes, as robust internal controls, accurate reporting, and regular performance review are essential components of effective accountability.

4.4. Environmental/Climate Change Impact

4.4.1. There are key commitments within the Action Plan to respond to the challenges of climate change, reduce greenhouse gas emissions in the district and look after our green spaces, beaches, and coastal areas. As one of the key pillars of the Strategy, this will ensure that environmental and climate change considerations are front and centre of all Council decisions relating to the services provided and projects delivered by the Council.

5. CONSIDERATION OF ALTERNATIVE OPTIONS

5.1. The alternative option to the proposed recommendation is to streamline the governance and reporting arrangements so that corporate monitoring is centralised within the Programme and Performance Team and has much more limited corporate and member oversight. Reporting to Overview and Scrutiny would be on a quarterly 'by exception' basis only. This would, however, limit transparency and the ability to better manage progress and intervention to improve performance across the Board.

6. CONCLUSION

6.1. The One Teignbridge Council Strategy and its accompanying Action Plan provide a clear, evidence-based framework for delivering the priorities identified by our communities, partners, and elected members. The proposed

governance arrangements and performance monitoring structure ensure that implementation is coordinated, transparent, and aligned with both corporate objectives and community expectations. By establishing defined roles, clear escalation routes, and a consistent approach to reporting, the Council will be able to track progress effectively, identify issues early, and maintain accountability across all priority areas.

- 6.2. Approving these governance arrangements will support the successful delivery of the Strategy by embedding robust oversight, strengthening financial and risk management, and ensuring that environmental considerations remain central to decision-making. With a structured and collaborative approach in place, bringing together officers, elected members, partners, and communities, the Council will be well positioned to deliver meaningful outcomes and demonstrate strong stewardship ahead of Local Government Reorganisation. On this basis, it is recommended that the governance arrangements as proposed are approved.

Appendix 1: One Teignbridge Performance Groups – Terms of Reference

Purpose

Theme-based One Teignbridge Performance Groups (“the Groups”) are established to provide Officer, Senior Leadership and Executive oversight, coordination, challenge and assurance on the delivery of the six priority themes within the One Teignbridge Council Strategy. These themes are: Community; Economy; Environment; Homes; Infrastructure; and The way we will work.

The Groups will monitor progress against the Action Plan, including agreed actions, projects, milestones and Key Performance Indicators (KPIs).

Scope

The Groups will oversee all actions, projects and performance measures assigned to the relevant priority theme within the Council’s Action Plan. This includes monitoring delivery, performance, risks, dependencies and outcomes.

The Groups provide thematic oversight and coordination and does not replace existing project boards, programme governance arrangements or service management structures.

The Groups are not responsible for the operational delivery of individual projects which are the responsibility of specified project leads.

The Groups’ objectives are to:

- Maintain clear oversight of delivery across the priority theme
- Strengthen accountability for delivery of actions and projects
- Monitor and scrutinise performance against KPIs
- Identify and respond early to risks, issues or slippage
- Promote joined-up working across services and with partners where relevant
- Provide robust assurance to the Senior Management and Leadership Team, the Executive, and the Overview and Scrutiny Committee.

Responsibilities

The Groups will meet quarterly to review performance data and progress reports on actions and projects. This data will be supplied by the Programme Management Office and specified project leads.

Nominated Officer Leads in collaboration with the Programme and Performance Team will be responsible for ensuring relevant data and reports are collated in time for quarterly Performance Group Meetings to take place.

Membership

Membership of the Groups will consist of:

Core Membership:

- Head of Service (Lead)
- Head of Service (Deputy)
- Nominated lead officer
- Director
- Programme and Performance team representative
- Relevant Executive Member(s)

Attendees by invitation may include Communications, Legal, HR, finance and external partners where delivery is shared.

Chairing and Authority

The Groups will be chaired by the Head of Service with lead responsibility for the priority theme.

The Groups may agree actions to address delivery or performance issues within existing policy and budget frameworks. It may not approve new policy, commit additional expenditure, or amend agreed strategic priorities. Such matters must be escalated to the relevant Board, SLT and/or Executive.

Meetings

The Groups will meet quarterly, aligned with corporate performance reporting cycles. Additional meetings may be convened by the Chair where required.

Meetings will be quorate where the Chair (or nominated deputy) and at least three core members are present, including representation from the Programme and Performance Team.

The Groups will use a standard agenda and reporting template to review progress within their priority theme area.

Information considered by the Group as part of the agenda will typically include:

- RAG-rated delivery status against actions and milestones
- KPI results and performance trends
- Key risks, trends, issues and mitigating actions
- Cross-theme linkages and dependencies
- Financial and resource considerations where relevant
- Corrective actions where delivery or performance is off track
- Identification of barriers to delivery, including resource or capacity issues
- Ensure relevant equality, climate change and community impacts are considered
- Escalate significant risks, issues or decisions required beyond its authority

Appendix 2: Corporate Performance Reporting Timetable

Quarter	Quarter end	Report	Overview and Scrutiny Committee Meeting Date	Executive Meeting Date
25/26 Q3	Dec 31 st	One Teignbridge Performance Report	14 April 2026	5 May 2026
25/26 Q4	Mar 31 st	One Teignbridge Performance Report and next Financial Year Performance Indicator target review & changes	15 September 2026	6 October 2026
26/27 Q1	June 30 th	One Teignbridge Performance Report	24 November 2026	1 December 2026
26/27 Q2	Sept 30 th	One Teignbridge Performance Report	12 January 2027	9 February 2027
26/27 Q3	Dec 31 st	One Teignbridge Performance Report	13 April 2027	4 May 2027
26/27 Q4	Mar 31 st	One Teignbridge Performance Report and next Financial Year Performance Indicator target review & changes	To be arranged	To be arranged