## **Corporate Peer Challenge Action Plan – Final March 2025**

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| **No** | **Recommendation** | | **Report detail** | **Existing Activities to support this** | **New Actions** | **Lead** | **Target date** | **Progress (BRAGG)** |
|  | | ***Financial Resilience*** | | | | | | |
| 1 | Develop a clear plan to address your financial challenges incorporating tangible, costed and deliverable savings with robust governance oversight. | | Develop a clear savings plan incorporating tangible, costed and deliverable savings with strong political and managerial leadership and oversight.  Solidify a realistic plan for delivering the financial savings to close the funding gap and managing risks.  Savings targets to be specific and measured. | Financial Resilience Strategy and Productivity Plan approved in July 2024 | Create a financial resilience plan to deliver the 2025/2026 budget which includes measurable targets for delivery and savings tracker | Executive Director Finance | April 2025 | Green – MTFS approved in February and financial resilience plan developed |
| 2 | Align your financial plans to your emerging new corporate plan | | Finalise the new corporate plan and priorities in collaboration with residents and key partners. | Corporate Plan drafted and in consultation since August 2024 | Use the budget process to finalise the corporate plan aligned to the Medium-Term Financial Strategy (MTFS) | Assistant Director Policy and Performance | February 2025 | Blue – new corporate plan approved with the MTFS |
| More precision and focus on priorities. Review the quarterly report template to be succinct/user friendly and strengthen the use of benchmarking data. | New Assistant Director post appointed to progress this work | Create a corporate plan programme for the five years including a revised performance management framework to track corporate indicators against the delivery of priorities. | Assistant Director Policy and Performance | April 2025 | Green – annual delivery plan and reporting framework to support the new priorities being populated |
| 3 | Ensure you are fully meeting obligations, managing risk, and exercising control over the asset base and investments. | | Exercise responsible ownership, manage risk and exercise control over the asset base. This will involve the need to take some clear decisions on the future of key assets. | Asset Management Strategy Approved in Autumn 2024.  Work to progress Asset Plans underway. | Bring forward costed asset management plans developed. | Assistant Director Assets | October 2025 | Green – work underway to develop costed plans by July |
| Make sure capital schemes are managed in accordance with agreed funding criteria and close monitoring by the asset strategy steering group.  Maintain focus on monitoring and managing the costs of the capital programme included in the thirty-year housing revenue account business plan. | Steering Group Established and meeting regularly to oversee. | Review and strengthen monitoring and reporting activity of the asset strategy group. | Executive Director Finance | April 2025 | Green – high level plans will be considered at next meeting of the Steering Group |
| **No** | **Recommendation** | | **Report detail** | **Existing Activities to support this** | **New Actions** | **Lead** | **Target date** | **Progress (BRAGG)** |
|  | | ***Engagement and Service Delivery*** | | | | | | |
| 4 | Ensure the new equality, diversity and inclusion strategy is used to bring to life a common vision and a sense of belonging for all communities, staff and councillors. | | Lead and commit to this work to help embed equality, diversity and inclusion principles across everything the council does, including work to strengthen community cohesion.  Use the new equality, diversity and inclusion strategy to help bring to life a common vision and sense of belonging for all communities, staff and councillors. | Equality Strategy developed and consulted. Approved in December 2024 | Equality, diversity and inclusion steering group created and meets regularly to oversee achievement of strategy objectives | Assistant Director People | April 2025 | Green – steering group meeting 3 April |
| 5 | Continue to deliver the social housing improvement programme, working with residents and the Regulator for Social Housing | | Maintain focus and drive on our improvement journey.  Continue to engage with residents to develop the plan. | Social Housing Regulatory Programme developed, immediate actions addressed and root causes identified | Finalise and deliver recovery action plan  Social housing improvement programme communication and engagement plan in place.  Undertake mock inspection | Executive Director Communities | July 2025 | Green – action plan being delivered and engagement officer recruited |
| 6 | Review communication and consultation approaches. | | Develop an overarching communications and engagement strategy. This should help to further strengthen closer engagement with communities.  Use the outcome of the ‘honest conversations’ project to inform approaches.  It should include a set of principles to underpin future consultation and engagement, and an overarching strategy to build more consistent, planned, timely, genuine and accessible approaches. | LGA Review of Comms undertaken in 2020  Clear communication protocols in place.  Plain English training rolled out in Autumn 2024. | Develop a council wide communications and engagement strategy.  Carry out a Local Government Association review of communications | Assistant Director People | June 2025  April 2025 | Green – LGA Comms review underway and strategy in development |
| 7 | Develop your overarching town centre master plan and use this as an opportunity to strengthen communication approaches in relation to town centre regeneration | | Work outlined above to strengthen communication and consultation approaches includes town centre regeneration. It will also be important to continue work, already started, to bring together recent and planned developments to formulate a single town centre master plan*.* | Transforming Tamworth project website live and updated  Various studies commissioned to develop an evidence base to the town centre use  Future high streets fund project board established with communication plans in place | Develop a town centre regeneration strategy - which will include a high-level masterplan for the town.  Approve regeneration strategy | Assistant Director Growth & Regeneration | June 2025  October 2025 | Green – work commissioned and mapping underway |
| Maintain focus on the timeline for the development of the new Local Plan (2022 – 2043) as a key document to guide future regeneration and development in the borough. | Paper to approve the timeline for development presented in June 2024 with options | Paper to advise latest version of the project plan  Deliver the Local Plan in line with the Local Development Scheme. | Assistant Director Growth & Regeneration | February 2025  PINS Submission Dec 2026 | Green – paper approved and plan on track subject to National planning guidance |
| 8 | Use the ‘honest conversations project to build asset-based approaches to your work in communities and inform your community cohesion plan. | | Inform work to build asset-based community engagement and strengthen community cohesion through the development of a new ‘strengths based’  community cohesion strategy and action plan for Tamworth. | Honest Conversations project commissioned and due to report in February | Develop a ‘strengths based’ community cohesion strategy and action plan. | Assistant Director Partnerships | Develop strategy timeline by July 2025 | Green – honest conversations project feedback received and assessment of next steps underway |
| **No** | **Recommendation** | | **Report detail** | **Existing Activities to support this** | **New Actions** | **Lead** | **Target date** | **Progress (BRAGG)** |
|  | | ***Organisational capacity and governance*** | | | | | | |
| 9 | Ensure your organisational structure aligns to your priorities and ambitions. | | Review organisational structure and future ways of working in support of priorities, making sure there is sufficient capacity and resource to deliver the agreed priorities, achieve efficiencies and deliver services that meet the needs of residents. | Organisational Development and Workforce Strategy Approved January 2023 | Undertake discovery for a new organisational structure aligned to the new corporate plan priorities. | Executive Director Organisation | May 2025 | Green – on target |
| Make sure there is sufficient capacity and resource to deliver against agreed priorities. | New Assistant Director role to support | Reassess resources available to each priority area and set key milestones for delivery. | Assistant Director Policy and Performance | April 2025 | Green – on target |
| Align the council’s new priorities and transformation ambitions to make sure staff are supported to develop new skills. Including work to attract and retain new talent. | Organisational Development and Workforce Strategy Approved January 2023 | Update the people and organisational development strategy. | Assistant Director People | June 2025 | Green – on target |
| Succession planning has been informal and unstructured, needs focus on development opportunities for existing employees. | Organisational Development and Workforce Strategy Approved January 2023 | Develop a succession planning policy. | Assistant Director People | July 2025 | Green – on target |
| Engage staff, customers and residents to review the current approach to agile working. |  | Review SMART working arrangements. | Executive Director Organisation | October 2025 | Green – on target |
| 10 | Strengthen the culture of assurance and good governance across the council, including how statutory officer functions work and are distributed across the authority. | | Strengthen how the statutory officers of the council (head of paid service, section 151 officer and monitoring officer) work together to ensure a voice in all decision making. | Statutory Officers meet formally on a regular basis | Review statutory officer roles. | Chief Executive | May 2025 | Green – on target |
| Continue to work to strengthen the culture of assurance and good governance across the council to make sure it is seen as everyone’s responsibility.  Audit and risk management culture to be embedded, for everyone to contribute. This should include training on audit and governance for all councillors. | Comprehensive member training in place including mandatory training for key committees | Increased training and awareness of audit and risk management. | Executive Director Finance | June 2025 | Green – Audit and governance training booked |
| Review shared service to ensure capacity, expertise and resilience of internal audit. | Annual reviews are set out in the contract. | Review shared service to ensure capacity in advance of contract renewal. | Executive Director Finance | October 2025 | Green – on target |
| Permanently appoint to the statutory section 151 officer position. |  | Recruit permanent S151 Officer | Chief Executive | May 2025 | Green – on target |
| 11 | Review the council’s overview and scrutiny structures in support of your corporate priorities. | | Review the health and wellbeing overview and scrutiny committee, to see a greater focus on community wellbeing and cohesion. | Annual review of constitution | Review constitution and terms of reference for the overview and scrutiny committees to align with corporate priorities. | Monitoring Officer | May 2025 | Green – annual constitution review |
| 12 | Develop a comprehensive plan to achieve digital transformation, putting customers at the heart. | | A clear plan to address the ambition to strengthen digital transformation of council services. To be aligned to the new corporate plan priorities. | ICT Strategy 2022 to 2025 in place | Update ICT/ digital strategy. | Assistant Director People | June 2025 | Green – scoping underway |
| Make sure there is sufficient capacity and resource to achieve digital transformation that delivers innovative, efficient and effective service delivery to the customers. | ICT Strategy 2022 to 2025 in place | Look closely at all use cases and prioritise those which add value or reduce costs and significantly enhance customer experience. | Assistant Director People | July 2025 | Green – on target |
| A comprehensive plan for digital and service transformation will help to guide investment decisions. This includes the future use of key assets such as Marmion House and digital technologies.  Prioritisation, pace of change and sequencing will be key. It will also be important to see ongoing engagement with residents, staff and councillors and bring these on the journey. | ICT Strategy 2022 to 2025 in place | Update ICT/ digital strategy and develop a prioritised implementation plan to be monitored by the corporate projects programme and supported by the financial resilience plan. | Assistant Director People | July 2025 | Green – council reception reopened, and customer contact solution procured |
| Ensuring strong governance and oversight for service and digital transformation should be considered. |  | Corporate project/programme governance model established. | Assistant Director Policy and Performance | Feb 2025 | Green – corporate programme board established |

**BRAGG** key:

Blue – ahead of schedule or complete, Red – At risk of non-delivery, Amber – delayed or on hold, Green – on target, Grey – not started