

Local Government Association Corporate Peer Challenge October 2025
Nuneaton and Bedworth Borough Council Acton Plan

RECOMMENDATION	ACTIONS	TIMESCALES	MONITORING METHOD	LEAD RESPONSIBILITY FOR ACTION
1. Strengthen the embedding of the Corporate Plan across the organisation by ensuring all councillors, officers, and partners have a consistent understanding of the council's priority areas and how their work contributes to them.	Update service and delivery plan templates to align for Corporate Plan priorities and measures.	Templates finalised applied for Financial Year 2026/27.	Templates sampled for updating.	Strategic Directors / Assistant Directors.
	Standardise the Annual Development Review template with a section for personal objectives linked to Corporate Plan outcomes and quarterly check-ins. Decision as to whether Annual Development Reviews are to be mandatory.	New Annual Development Review template live from Summer 2026 and a complete cycle by end 2026/27.	HR reports on Annual Development Review /121 completion and quality (sampling).	HR & Occupational Development Lead; Service Managers.
	Deliver a rolling programme of in-person engagement workshops for all services	Workshop series Summer / Autumn 2026 (at least one per service).	Attendance/feedback forms per session; summary to Corporate Executive Team.	CEO / Strategic Directors

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	(Town Hall & Depot), including partner briefings.			
2. Develop a clear and comprehensive approach for addressing gaps in the Medium-Term Financial Plan, setting out how the council will meet its budget gaps, the timelines for delivery, and the potential impact of commercial income and activity on its budget.	Consider capacity in the finance team to allow senior finance officers to focus on strategic issues, including addressing the projected shortfall in the Medium Term Financial Plan.	Resource consideration in line with budget setting 26/27.	Corporate Executive Team update; Finance & Resources.	Strategic Director for Corporate Resources (S151 Officer)
	Further develop the financial risk register to improve oversight and management of potential financial exposures.	Updated risk register framework live by February 2026.	Risk registers periodically Cabinet and Council.	Strategic Director for Corporate Resources (S151 Officer); Assistant Director for Democracy and Governance; CEO.
	Raise more awareness of what staff need to do in terms of the Medium Term Financial Plan i.e. a schedule for the	Training session to Senior Leadership Team in August/September with the new strategy and which links to the	Compliance checks by Finance; monthly returns rate.	Strategic Director for Corporate Resources (S151 Officer)/ Finance Business Partners.

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	<p>year to show what is needed monthly/ yearly.</p>	<p>transformation action plan.</p> <p>Then be fed down to service managers by Assistant Directors.</p>		
	<p>The Transformation Strategy needs to link to the Medium Term Financial Plan.</p>	<p>Transformation Strategy/Plan – Medium Term Financial Strategy alignment agreed Summer 2026</p>	<p>Benefits tracking in Programme Management Office dashboard; gateway reviews.</p>	<p>Assistant Director for Digital and Business Change; Strategic Director for Corporate Resources (S151 Officer)</p>
<p>3. Review the council’s delegations to ensure decisions sit at the right level, support timely governance, and enable councillors to lead strategically while officers focus on delivery of priorities.</p>	<p>Benchmark scheme of delegation’s vs peers; propose revisions to Constitution Review Working Party and Audit and Standards Committee</p>	<p>Benchmarking February–March 2026; Constitution Review Working Party decision by May 2026.</p>	<p>Constitution Review Working Party reports; legal sign-off.</p>	<p>Assistant Director for Democracy and Governance.; Legal Team.</p>
<p>4. Strengthen the coherence of the council’s regeneration agenda by ensuring the overall vision, programme structure, and links to economic development are clearly articulated.</p>	<p>Revisit the full business cases for the Nuneaton town centre investments to ensure the current Cabinet and Corporate Executive Team</p>	<p>Full Business Case review concluded by May 2026; benefits tracking starts May 2026.</p>	<p>Quarterly Corporate Programme Review Board; financial dashboard.</p>	<p>Strategic Director Communities and Place; Finance; Assistant Director for Digital and Business Change.</p>

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	understand the whole-life financial implications and risks. Benefits realisation and report these on a regular basis.			
	Consider additional external support to explore private sector investment opportunities and maximise the benefits of regeneration projects.	Commission by Summer 2026; options report by September 2026.	Reports to Corporate Executive Team/Cabinet; investment pipeline tracker.	Regeneration; Procurement; External advisor.
	Develop a coordinated communications strategy for regeneration projects that clearly links them to the overall borough vision and provides consistent messaging for both internal and external audiences.	Regenerations communications strategy approved by Summer 2026 campaign runs thereafter.	Communications metrics (reach/engagement); sentiment tracking.	Communications Manager; Regeneration Director.

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	Banners/ artwork to show the borough what is being developed/ coming soon. Ensure marketing is enhanced e.g. for food court.	On-site visuals installed by May 2026.	Site inspections; footfall and business feedback.	Regeneration; Communications; Property Services.
5. Enhance the council's internal and external communications so that the vision and narrative are clearly conveyed through coordinated, up-to-date and consistent approaches.	Explore the use of external resource (e.g. local students) to provide additional capacity and creative thinking for the council and move beyond more traditional communications approaches such as reliance on issuing press releases (e.g. social media).	Pilot explored by Summer 2026.	Content output and engagement analytics.	Comms Manager; HR.
	Review how to effectively communicate with staff who are working in a more hybrid way, and how	Hybrid communications approach live April 2026.	Staff pulse survey on communications effectiveness.	Communications; HR; Service Leads.

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	formal and informal methods can support this including opportunities for more networking.			
	Look at updating flexible working policy/ minimum number of times that staff should come into the town hall/ depot. Look at opportunities for staff collaboration.	Policy updates drafted Summer 2026; implemented thereafter.	HR compliance reports; feedback sessions.	HR; CEO/Strategic Directors.
	Group to be pulled together to look at agile work policy.	Group convened February 2026; proposals by April 2026.	Corporate Executive Team review of recommendations and implementation.	HR; Representatives from services.

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<p>6. Consider the impact of different ways of working on the organisational culture, in particular the impact of remote and hybrid working.</p>	<p>Organise regular face-to-face opportunities for officers to meet, collaborate, and build cohesion, particularly during periods of significant change such as Local Government Reform.</p>	<p>First round in May 2026; ongoing quarterly.</p>	<p>Attendance and feedback; cross-team collaboration metrics.</p>	<p>HR; Strategic Directors; Assistant Directors.</p>
<p>7. Ensure there are opportunities to reflect on scrutiny and regularly review its effectiveness to make sure it continues to meet the evolving needs of the council.</p>	<p>Seek to appoint an independent member onto the audit & standards committee. Annual scrutiny effectiveness review and training plan.</p>	<p>Co-opted Members appointed before end of the 2025 calendar year. One for each Overview & Scrutiny Panel and the Audit and Standards Committee where vacancies existed. Co-opted members commence January 2026.</p>	<p>Actioned</p>	<p>Monitoring Officer; Democratic Services. Scrutiny Officer</p>

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<p>8. Review staff and member development needs and develop an approach based on need and current context.</p>	<p>Finalise the new People Strategy, consider staff development and the links to the council plan priorities and the annual development process.</p>	<p>People Strategy approved by February 2026.</p>	<p>Quarterly HR/Organisational Development reports; PDR alignment checks.</p>	<p>HR; CEO; Strategic Directors.</p>
	<p>Link the organisational development approach to the corporate plan so there is a workforce which is well equipped to deliver.</p>	<p>Occupational Development roadmap published May 2026.</p>	<p>Skills matrix tracking; programme Key Performance Indicators.</p>	<p>HR; Service Managers.</p>
	<p>Review compulsory training requirements as part of the People Strategy, considering staff feedback on the courses and in person attendance.</p>	<p>Training review completed by June 2026; updated offer from September 2026.</p>	<p>Training completion and satisfaction metrics.</p>	<p>HR</p>

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	Review the member development programme and budget. After election period.	Member programme reviewed by July 2026.	Member development attendance and evaluation.	Democratic Services; Group Leaders.
<p>9. Review staff and member development needs and develop an approach based on need and current context. Undertake a staff survey using an external provider to gain an independent view, benchmark the council's position, and inform staff engagement and networking opportunities.</p>	Ensure staff feedback is considered.	Provider appointed by Summer 2026; survey fieldwork late 2026; action plan thereafter.	Survey key performance indicators (response rate, engagement index); action plan tracker.	HR; Communications.
	Annual anonymous survey/ in person feedback sessions with staff.	Action plan updates quarterly starting second half 2026.	Corporate Executive Team quarterly review; update to Staff Forum.	HR; Directorate Leads.

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10. Ensure the council continues to play an active role in the Local Government Reform process and regularly reviews the impacts on the organisation and the community.	Maintain active participation in Local Government Reform workstreams; assess organisational and community impacts quarterly.	Ongoing through 2026; quarterly reviews.	CEO report to Cabinet/Corporate Executive Team; risk and impact logs.	CEO; Strategic Directors; Monitoring Officer; Programme Office.
11. Continue to modernise and embed the approach to performance management to ensure consistent, effective monitoring, reporting, and delivery of the council's priorities	Review lessons learned standard after every project stage; central repository. Refresh corporate key performance indicators set; automate dashboards.	Start Quarter 1 2026/27 - Quarter 2 2026/27	Corporate Programme Review Board (highlight reports and closure reports); Integrated Performance Reports to Overview & Scrutiny Panels; closure reports Quarterly to Cabinet & Scrutiny	Assistant Director Digital and Business Change, Programme Management Office; Monitoring Officer / Assistant Director for Democracy and Governance.

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<p>12. Strengthen relationships with partners, including the voluntary and community sector to build on existing positive engagement and enhance collaborative working to deliver council priorities.</p>	<p>Continue to develop relationships with Warwickshire County Council and with County councillors in particular.</p>	<p>Quarterly joint meetings starting July 2026.</p>	<p>Meeting action logs; joint key performance indicators.</p>	<p>CEO; Strategic Directors; Economic Development.; Communities; Strategic Housing</p>
	<p>Share forward plans with internal and external stakeholders to manage expectations, communicate realistic timescales for significant projects, and clarify the steps required to achieve longer-term outcomes, such as those related to economic development.</p>	<p>Establish stakeholder list by April 2026 with forward plans published bi-annually starting July 2026.</p>	<p>Delivery milestones tracked by Programme Office.</p>	<p>Strategic Directors / Assistant Directors.</p>

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	Further develop external relationships by working closely with partners such as the arts sector, MIRA Technology Park, the Business Improvement District, and the Towns Fund Board.	Partnership Memorandum of Understandings by June 2026; joint initiatives launched Quarter 3 2026.	Partnership board reports; benefits tracking.	Strategic Directors / Regeneration / Economic Development; Communities.

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<p>13. Clarify the council's extended functions to ensure there is a clear understanding of which activities fall outside of a borough council's usual span of activity and be clear on who is best to deliver.</p>	<p>Review of functions delivered beyond the usual borough remit; recommend delivery ownership and funding.</p>	<p>Review completed by May 2026; recommendations by June 2026.</p>	<p>Report to Corporate Executive Team/Cabinet; implementation tracker.</p>	<p>CEO; Monitoring Officer; Strategic Director for Corporate Resources (S151 Officer); Assistant Director Digital & Business Change.</p>

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14. Further strengthen the Annual Governance Statement to clearly reflect changes and improvements in governance alongside an action plan for how the council intends to address them.	Confirm complete status and ensure Annual Governance Statement action plan. Monitoring Officer to clarify with Corporate Peer Review team.	Quarter 4 2025/26	Audit & Standards	Monitoring Officer
15. Continue embedding and monitoring the council's risk management approach and maintain a grip on the new approach.	Begin sample checking of sources of assurance.	Sampling starts January 2026; quarterly thereafter.	Assurance sampling reports; Audit & Standards updates.	Risk Lead
	Corporate Executive Team agenda updated to cover 'Risk' from December.	Corporate Executive Team agenda live December 2025 and ongoing.	Corporate Executive Team minutes; risk heatmap trends.	CEO; Corporate Executive Team PA

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	Training- action from risk management strategy.	Training 26/27 refresher annually.	Training attendance; risk register quality audits.	Assistant Director - Democracy and Governance ; HR; Services.
16. Consider how the strategic directors can fulfil their role for the organisation in the context of ensuring officers are taking ownership at the appropriate levels and Strategic Directors remain focused on strategic rather than operational issues.	Define operating model clarifying ownership at service levels; Strategic Directors focus on strategy and assurance.	Operating model agreed by Summer 2026 following SLT restructure.	Corporate Executive Team reviews; programme health checks.	CEO; Strategic Directors; Programme Management Office.
	Introduce escalation framework and Responsible/ Accountable/ Consulted/ Informed (RACI) matrices implemented across programmes.	RACI rolled out April–May 2026.	Programme Management Office audits of RACI usage.	Strategic Directors; Programme Management Office.

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	Quarterly Strategic Director-led strategic reviews; operational issues owned by service managers.	First strategic reviews in June 2026.	Action logs and outcome tracking.	Strategic Directors; Assistant Directors