



CORPORATE PEER CHALLENGE 2025

ACTION PLAN

The action plan sets out the response to the key recommendations from the Corporate Peer Challenge team – denoted by the reference 'KR'. It also includes the other actions identified by the peer team in their report, all of which have been included within the actions under the relevant key recommendations.

Ref.	Recommendations from the corporate peer team	Actions	Timescale	Lead officer
KR1	Now need to focus on corporate transformation and provide the resources needed to deliver.	<ul style="list-style-type: none"> Establish Corporate Transformation Board to drive direction for transformation and ensure delivery. Commission review of the council's transformation resources to ensure the right skills and resources to deliver our transformation ambitions. Develop a clearly articulated transformation delivery plan which sets out the investment required and the profile of savings to be delivered 	March 2026	Director of HR and OD
		<ul style="list-style-type: none"> Ensure the timeliness of feedback to scrutiny on decisions. Review training for councillors. 	March 2026	Director of Governance and Legal Services
		<ul style="list-style-type: none"> Strengthen the council's brand and to review both its internal and external communications to achieve this end. 	March 2026	Director of Communications
KR2	Use of data must be improved so that insights can flow to support service improvement and framing the scope of the	Review the council's Corporate Intelligence & Performance function to strengthen its role in supporting strategic planning, service improvement and transformation	March 2026	Director of Finance

Ref.	Recommendations from the corporate peer team	Actions	Timescale	Lead officer
	transformation programme. There are lots of examples where this is taking place elsewhere and the council should draw on the experience of others to support this development.	<ul style="list-style-type: none"> • Deliver planned improvements to data quality at source. • Improve self-service, empowering staff to access insight directly through dashboard and drill-down tools. • Upskill staff in data literacy and visual analytics. • Proactively use equalities data to inform decision- making and ensure that inclusive practice is consistently applied in both internal culture and external service delivery 		
KR3	Bring forward refresh of MTFS and provide some scenario planning for future years.	<ul style="list-style-type: none"> • Report to Cabinet in September 2025 on the impact of local authority funding reform on the council's future financial position. • Continue to review the financial position through the 2026-2027 budget setting cycle. • Continue to tightly manage the delivery of the 2025-2026 savings. • Embed the risk management strategy across the council and its activities. <p>Ensure that the audit committee is delivering robust challenge and appropriate assurance.</p>	March 2026	Director of Finance
KR4	Strengthen and stabilise the internal capacity to overcome challenges in the thin-client model of delivery.	<ul style="list-style-type: none"> • Strengthen internal capacity in relation to the public realm contract <p>Strengthen contract management across the council</p>	December 2026	Corporate Director Economy and Environment
KR5	Partners are very supportive, and the council can build on this to develop strategic engagement with the voluntary sector and others to help deliver services.	<ul style="list-style-type: none"> • Develop a co-produced commissioning framework with the voluntary and community sector. • Co-produce a robust social value approach as part of the council's wider commissioning and procurement, initially with the public realm contract. 	June 2026	Corporate Director Community Wellbeing

Ref.	Recommendations from the corporate peer team	Actions	Timescale	Lead officer
		<ul style="list-style-type: none"> • Lead the growth agenda, ensuring alignment across strategies and partnerships. • Strengthen the role of the Business Board. • Articulate the council's role in delivering the Herefordshire Big Economic Plan. 	June 2026	Corporate Director Economy and Environment
		<ul style="list-style-type: none"> • Lead, shape and seize opportunities on devolution in the sub-region. • Continue to lobby government for a more flexible and sympathetic approach to supporting the opportunities associated with closer cross-border relationships. • Use the Herefordshire Chief Executives' Group to improve services through a focus on delivery and public service reform. 	December 2026	Chief Executive