

Local Government Association's
Corporate Peer Challenge

RAG RATED **ACTION PLAN**

August 2025

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RAG Ratings

Criteria Explanations

On Track

The activity associated with this recommendation is classified as '**On Track**'.

All milestones are progressing as planned, with no delays.

At Risk

The activity associated with this recommendation is classified as '**At Risk**'.

One milestone is overdue, or up to two milestones are due in the next reporting month but there is no milestone note to confirm work has started.

Off Track

The activity associated with this recommendation is classified as '**Off Track**'.

Two or more milestones are overdue, or one milestone is delayed by two months or more.

Peer Team's Recommendations

Snapshot Overview

Recommendation	Status
1) Develop a clear plan to address your financial challenges incorporating tangible, costed and deliverable savings with robust governance oversight.	At Risk
2) Align your financial plans to your emerging new corporate plan.	On Track
3) Ensure you are fully meeting obligations, managing risk, and exercising control over the asset base and investments.	On Track
4) Ensure the new Equality, Diversity and Inclusion (EDI) Strategy is used to bring to life a common vision and a sense of belonging for all communities, staff and councillors.	On Track
5) Continue to deliver the Social Housing Improvement Programme working with residents and the Regulator of Social Housing.	Off Track
6) Review, develop and strengthen communication and consultation approaches.	On Track
7) Develop your overarching Town Centre Regeneration Strategy and use this as an opportunity to strengthen communication approaches in relation to town centre regeneration.	On Track
8) Use the Honest Conversations Project to build asset-based approaches to your work in communities and inform your community cohesion plan.	On Track
9) Review your organisational structure and future ways of working, ensuring this aligns to/enables delivery of your priorities and ambitions.	On Track
10) Continue to strengthen the culture of assurance and good governance across the council, including how statutory officer functions work and are distributed across the authority.	On Track
11) Review the council's Overview and Scrutiny structures in support of your corporate priorities.	On Track
12) Develop a comprehensive plan to achieve digital transformation putting customers at the heart.	On Track

1) Develop a clear plan to address your financial challenges incorporating tangible, costed and deliverable savings with robust governance oversight.			
Activity Note			Activity Status
Financial Resilience Plan developed and approved with 2025/26 budget and MTFS Report at Full Council in February 2025 – includes costed savings and income targets which will be monitored as part of the Performance Management Framework and reported regularly to CMT, Corporate Scrutiny and Cabinet. The achievement of savings and additional income built into the budget will be monitored throughout 2025/26 as part of monthly financial healthcheck reporting with effect from the end quarter 1.			At Risk
Summary Update			
Month	Milestones	Commentary (Progress/Next Steps)	Status
Apr-25	Financial Resilience Plan developed and rolled out for monthly monitoring via finance monitoring via CMT, quarterly Scrutiny, and quarterly Cabinet	Financial Resilience Plan approved as part of Budget and MTFS Report to Full Council in February 2025. Plan actions incorporated in relevant Directorate service plans.	Complete
Jul-25	Monitoring as part of monthly healthcheck	Q1 Financial Healthcheck Report presented to Scrutiny 07/08. Going to Cabinet 21/08.	Complete
Jul-25	Quarterly MTFS Monitoring & Financial Healthcheck	Report was presented to Scrutiny 07/08/2025 and is going to Cabinet 21/08/2025.	Complete
Jul-25	Savings Tracker in place	The savings tracker was demonstrated to CMT Programme & Delivery Board on 28/7 along with a draft Savings Procedure. These are being socialised with A/Ds to gather feedback to refine prior to seeking sign off from P&DB in September. Lines from FRP are being copied over to the tracker and officer training will be carried out once P&DB approval to launch is received.	Off Track
Aug-25	Monitoring as part of monthly healthcheck	Accountants have been meeting with budget holders to update the collaborative planning financial system and agree year-end projections.	On Track
Oct-25	Monitoring as part of monthly healthcheck		Not Started
Oct-25	Quarterly MTFS Monitoring & Financial Healthcheck		Not Started
Nov-25	Monitoring as part of monthly healthcheck		Not Started
Jan-26	Quarterly MTFS Monitoring & Financial Healthcheck		Not Started
Jan-26	Monitoring as part of monthly healthcheck		Not Started
Feb-26	Monitoring as part of monthly healthcheck		Not Started

2) Align your financial plans to your emerging new corporate plan.

Activity Note	Activity Status
<p>The Financial Resilience Plan was being developed at the same time as the Corporate Plan Priorities, the driver for the FRP was a pressing need to deliver on savings and additional income, reflecting the feedback from the Annual Survey conducted during the year.</p> <p>The FRP was approved as part of the Budget and MTFS report at Full Council in February. As this is monitored throughout the year and will be refreshed as the 2026/27 budget process commences, this can be further refined to align with the revised corporate plan priorities.</p> <p>The 2025/26 - 2029/30 budget process was focused on:</p> <ul style="list-style-type: none">identifying savings to mitigate the impact of unavoidable additional costs in 2025/26to take account of the one-year local government finance settlementpotential for funding reform in 2026/27, whilst looking to move to a more financially sustainable position.	On Track

Summary Update

Month	Milestones	Commentary (Progress/Next Steps)	Status
Apr-25	Corporate Vision, Budget and MTFS agreed (February Council)	2025/26 MTFS approved Full Council February 2025.	Complete
Jul-25	Implementation of new Corporate Plan and performance management framework	New corporate plan approved with Budget and MTFS in February 2025. New PMF commenced in April 2025, with first quarterly reporting due at end of Q1.	Complete
Aug-25	Budget Planning Process report to Cabinet for consideration and budget timetable approved	Budget Planning Process Report is to be presented to Cabinet 21/08/2025.	On Track
Oct-25	Annual Household Survey consideration of policy changes		Not Started
Dec-25	Base Budget Report approved		Not Started
Jan-26	Consultation and draft budget review at Scrutiny		Not Started
Feb-26	Budget & MTFS approved Cabinet and Full Council		Not Started

3) Ensure you are fully meeting obligations, managing risk, and exercising control over the asset base and investments.			
Activity Note			Activity Status
<p>Arcadis have been commissioned to undertake a piece of work to produce a detailed Asset Management Plan that looks at the performance of the asset base stock along with external factors such as current and future market conditions.</p> <p>High level plans have been reviewed by the Asset Strategy Steering Group with amendments planned for August 2025 to coincide with work being done by Arcadis. Arcadis have commenced their work and are undertaking discussions with the key stakeholders.</p> <p>Consideration will also be given to how assets may be treated under Local Government Reorganisation (LGR).</p>			On Track
Summary Update			
Month	Milestones	Commentary (Progress/Next Steps)	Status
Apr-25	Procure consultancy support	Arcadis have been commissioned to undertake a piece of work to produce a detailed Asset Management Plan that looks at the performance of the stock along with external factors such as current and future market conditions. Consideration will also be given to how assets may be treated under Local Government Reorganisation. Arcadis will engage with key stakeholders as part of the process.	Complete
Aug-25	Draft Report from consultants	Arcadis have been commissioned and are commencing a review of documentation, they will also engage with key stakeholders as part of the process.	On Track
Aug-25	Update/amend draft plans following review by the Asset Strategy Steering Group	Work now underway to update high level plans following feedback from Asset Strategy Steering Group.	On Track
Sep-25	Review by Asset Strategy Steering Group		Not Started
Oct-25	Draft Implementation Plan		Not Started
Mar-26	PIR to close project out		Not Started

4) Ensure the new Equality, Diversity and Inclusion (EDI) Strategy is used to bring to life a common vision and a sense of belonging for all communities, staff and councillors.			
Activity Note			Activity Status
Equality and Diversity Steering group has been created. The steering group will coordinate organisational activity to meet the actions in the strategy. The first quarterly request for updates from operational managers has been sent so that actions can be tracked.			On Track
Summary Update			
Month	Milestones	Commentary (Progress/Next Steps)	Status
Apr-25	1) Steering Group is established which will drive the action plan from the strategy		Complete
Apr-25	2) Terms of Reference for the group agreed and understood		Complete
Apr-25	3) Track EDI actions linked to the themes in the Equality and Diversity Strategy on a quarterly basis 1 April 2025 – 30 June 2025	Updates were requested from AD Direct reports and collated for reporting to the steering group.	Complete
Oct-25	3) Track EDI actions linked to the themes in the Equality and Diversity Strategy on a quarterly basis covering 1 July 2025 – 30 September 2025		Not Started
Dec-25	4) Group meet on a monthly basis. This will step down to quarterly meetings once the group is established.	Group to review action plan and any new initiatives to drive forward. Dates have been scheduled in diaries.	Complete
Jan-26	3) Track EDI actions linked to the themes in the Equality and Diversity Strategy on a quarterly basis covering 1 October 2025 – 31 December 2025		Not Started
Mar-26	3) Track E&D actions linked to the themes in the E&D strategy on a quarterly basis 1 January 2026 – 31 March 2026		Not Started
Mar-26	Annual report of activity to Cabinet to cover municipal year April 2025-31 March 2026		Not Started

5) Continue to deliver the Social Housing Improvement Programme working with residents and the Regulator of Social Housing.

Activity Note	Activity Status
Detailed Social Housing Regulatory Programme (with projects) on link here (2024-26 SHRP Portal Group (TM)) Good update with RSH on 11/7/25 awaiting formal response to close the self-referral. Progress being monitored vis repairs performance specifically Equans service improvement planning, compliance and Awaabs Law preparation. Cabinet Report submitted to August 25 meeting to comply with Housing Ombudsman complaint submission by 30/9/25.	Off Track

Summary Update

Month	Milestones	Commentary (Progress/Next Steps)	Status
Apr-25	Social Housing Regulatory Programme – ON/OFF track	On Track - see report to the HHA Board April 2025.	On Track
May-25	Social Housing Regulatory Programme – ON/OFF track	Off Track - programme is in control but critical areas weighted as significant are causing the off-track RAG rating.	Off Track
Jun-25	Social Housing Regulatory Programme – ON/OFF track	Off Track - met with RSH Friday 11/7/25 with good outcomes to close Regulatory supervision.	Off Track
Jul-25	Social Housing Regulatory Programme – ON/OFF track	Off Track - whilst RSH visit on 11/7/25 was positive and follow up clarifications were sent to the RSH on time, Tamworth is still awaiting formal feedback from the regulators to inform whether the self-referral has been closed. Equans performance on voids and outstanding actions on Damp and Mould still remain under review.	Off Track
Aug-25	Social Housing Regulatory Programme – ON/OFF track		At Risk
Sep-25	Social Housing Regulatory Programme – ON/OFF track		Not Started
Oct-25	Social Housing Regulatory Programme – ON/OFF track		Not Started
Nov-25	Social Housing Regulatory Programme – ON/OFF track		Not Started
Dec-25	Social Housing Regulatory Programme – ON/OFF track		Not Started
Jan-26	Social Housing Regulatory Programme – ON/OFF track		Not Started
Feb-26	Social Housing Regulatory Programme – ON/OFF track		Not Started
Mar-26	Social Housing Regulatory Programme – ON/OFF track		Not Started
Mar-26	Mock Inspection	Mock Inspection agreed 23/1/25 Cabinet and scoping agreed Cabinet 26/6/25 - external commission under way	On Track

6) Review, develop and strengthen communication and consultation approaches.			
Activity Note			Activity Status
The peer review is complete, and governance processes are in place. Full LGA Communications peer review scoped and commissioned with communications service plan including the comms response to CPC priority requirements within the delivery plan. Peer challenge feedback has delayed reporting to CMT as feedback report not yet received from the LGA. Revised date to CMT Performance Board 22/07/2025.			On Track
Summary Update			
Month	Milestones	Commentary (Progress/Next Steps)	Status
Apr-25	Initiate project group to support LGA comms and engagement peer review	Project group in place, meeting weekly with all plans for review on track.	Complete
May-25	Share LGA Comms Review Timetable & plan with CMT		Complete
May-25	Prepare for LGA Review	Preparations on track, including schedule for the week plus submission documents.	Complete
May-25	Finalise position statement	On track, draft with Anica Goodwin and Zoe Wolicki for review.	Complete
May-25	Set up focus groups and invite participants	In progress and on track.	Complete
Jun-25	Go to CMT Decisions Board 17 June with peer review feedback and draft strategy		Complete
Jun-25	LGA Communications Peer Review		Complete
Jul-25	Final communications and engagement strategy and implementation plan to CMT Decision Board 15/07/2025		Complete
Aug-25	Draft strategy	Strategy has been written and signed off by CMT.	Complete
Aug-25	Go to Cabinet 21 August 2025 for approval	Report going through internal approval processes ahead of Cabinet date.	On Track
Feb-26	Six-month progress review to CMT Strategy Board 17 February 2026		Not Started

7) Develop your overarching Town Centre Regeneration Strategy and use this as an opportunity to strengthen communication approaches in relation to town centre regeneration.

Activity Note	Activity Status
<p>Currently working with Arcadis to develop a town centre regeneration strategy and masterplan to set out a vision and objectives for the future regeneration of Tamworth town centre. The outcome will be a useable strategy that can help guide the council in its regeneration activities including the development of Gungate and Ankerside.</p> <p>Progress Update: Conducted workshops with members and staff to develop the strategy. The draft report has been received from Arcadis, with work underway regarding consultation with key stakeholders and members to incorporate their feedback and comments within the final report.</p> <p>Risks: Conflicting interests from stakeholders on the towns vision with this mitigated by consultants including consultation within the methodology of the report. Team capacity to contract manage with this mitigated by prioritising workload. Team capacity to deliver engagement approach with the LGA commissioned to help mitigate this risk.</p>	On Track

Summary Update

Month	Milestones	Commentary (Progress/Next Steps)	Status
Jul-25	Draft Report	This report is being drafted by Arcadis. It was due to be shared in June, however, due to external delays regarding completion of the report, this has been pushed to July. The draft report was received by Arcadis in July.	Complete
Aug-25	Deliver Regen Comms Strategy	Once report approval has been gained from CMT work will begin to draft a Regeneration Comms Strategy, which involves measures of engagement and consultation with the public and stakeholders regarding future regeneration projects.	On Track
Oct-25	Final Report	Upon receipt of the report from Arcadis, consultation work will commence which involves sharing the draft report with key stakeholders to gain their feedback and comments which will be incorporated into the final report. This includes consultation with members as well.	On Track
Nov-25	Adoption (Approval via Cabinet)	Following approval by CMT a report on the Town Centre Regeneration Strategy will be taken to IS&G scrutiny committee and Cabinet to endorse the final strategy with a potential cabinet date of 21st August.	On Track

8) Use the Honest Conversations Project to build asset-based approaches to your work in communities and inform your community cohesion plan.

Activity Note	Activity Status
TBC are actively engaged in the series of workshops established by the Belong Network. A Community Cohesion Strategy is being developed, and stakeholder engagement is ongoing along with developing action plans to build on TBCs approach to Community Development. Aiming for the "Building Better Communities" Strategy to be approved by October 25.	On Track

Summary Update

Month	Milestones	Commentary (Progress/Next Steps)	Status
Apr-25	1) Cabinet report 17 th April 2025. Cabinet asked to: Endorse and approved the Honest Conversations Report for publication.	Report approved and planning in place.	Complete
Apr-25	2) Cabinet report asked to: Endorse and approve the workplan to include continued investment in community engagement, a range of positive activities by organisations which contribute to cohesion, development of community cohesion strategy.		Complete
Apr-25	3) Cabinet asked to: Endorse the Community Recovery spend plan.		Complete
Apr-25	4) Cabinet asked to: Approve the commissioned work of the Belong Network to co-produce a Tamworth Community Cohesion Strategy.		Complete
May-25	Establish parameters and data required	Meeting with Belong May 2025. Staff training dates in place. VCSE/Councillor focus group dates in place. Tension monitoring meeting in place with CSP.	Complete
Jun-25	Business case and funding established	Belong Network co-producing strategy – conference planned 16 July 2025.	Complete
Jun-25	Honest Conversations report published on TBC Website – Cabinet report 17 th April	Report here	Complete

8) Use the Honest Conversations Project to build asset-based approaches to your work in communities and inform your community cohesion plan.			
Summary Update			
Month	Milestones	Commentary (Progress/Next Steps)	Status
Jul-25	Action Plan and strategy timeline	<p>1. Honest Conversations (completed and informing subsequent phases).</p> <ul style="list-style-type: none"> • Phase completed and shared with Cabinet (via report) and community participants. <p>2. Strategy Coproduction (in train)• Focus Groups (Community Safety partnership; VCSE group; Educators)</p> <ul style="list-style-type: none"> • Bilateral semi-structures interviews (ongoing with strategic partners: police, county council fire service, selected VCSE services) • The CCC: The upcoming community cohesion conference (Borough council, strategic partners, VCSE, residents etc) • As required: Follow-up group sessions for this unable to participate in <p>3. Training and Capacity Building (in train)</p> <ul style="list-style-type: none"> • Skills-sharing sessions (4 with TBC officers and commissioned services; 2 with Community organisations and Councillors; 1 or 2 with strategic partners) • Belong Accredited Training programme: cohort and format to be confirmed with refence group, but GN suggests • Each course consists of 4 x half-day sessions • Each course can include 20/22 participants • We can run 3 courses, meaning 60/66 total trained with in depth skills. • Leadership community of practice: For Senior Leadership, we are convening a community of practice with leaders in other areas to build capacity through facilitated peer-engagement. <p>4. Accompaniment (not begun)</p> <ul style="list-style-type: none"> • Ongoing support and evaluation: Specific deliverables to be co-developed with Reference Group, but might include actions relating to: Development of support plans; Regular check in particularly focused on collection of data; 6-monthly review of support plan; community and key data collection oversight and advice; Partnership monitoring oversight and advice; Support to produce Strategy evaluation report <p>Belong to update ELT on 3rd September, Cabinet 20th October.</p>	Complete
Oct-25	Belong Network have co-produced a Tamworth Community Cohesion Strategy. Authorisation required from Cabinet in October.		Not Started
Mar-26	Implement the strategy action plan and report progress at frequency to be agreed with H&W Scrutiny (as per details in Cabinet report).		Not Started

9) Review your organisational structure and future ways of working, ensuring this aligns to/enables delivery of your priorities and ambitions.			
Activity Note			Activity Status
The implications of LGR and CGR have resulted in significant impacts upon the resources of the organisation. The aim of the SMR in its wider context is to ensure organisational capacity to be able to continue to deliver corporate priorities. Work on the review is well underway, and milestones are progressing as scheduled. External consultants have been appointed to support the Chief Executive through SMR. An initial outline plan has been approved with budget allocated (scheme of delegation).			On Track
Summary Update			
Month	Milestones	Commentary (Progress/Next Steps)	Status
Apr-25	Initial options for SMR presented to CMT	Meeting arranged for 6 May for outline presentation of initial options to CMT.	Complete
May-25	SMR - Detail design and impact assessment completed	All detailed design work has been reviewed by 4OC and draft proposal discussed with CMT.	Complete
Aug-25	Report detailing SMR and implications to Appointments & Staffing Committee	Report is in draft.	On Track
Sep-25	OD Strategy approved by Appointments & Staffing Committee	Update to OD Strategy was approved by CMT Strategy Board. Report to progress through to Appointments & Staffing Committee in September 2025.	On Track
Sep-25	SMR - Consultation process complete	Consultation will commence immediately following Appointments & Staffing Committee post 12/08/2025	On Track
Dec-25	AD Support Review completed	Priority will be given to completing stage 1 of SMR i.e. CMT. Work is currently underway with 4OC external consultants.	On Track
Dec-25	Review SMART working arrangements	Review is underway and is being led by Head of HR & OD.	On Track
Mar-26	Implementation of revisions to SMART working		Not Started

10) Continue to strengthen the culture of assurance and good governance across the council, including how statutory officer functions work and are distributed across the authority.

Activity Note	Activity Status
<p>Transfer of Head of Paid Service (HoPS) role to Chief Executive: Report to A&S approved; Report to Council (25/3/25) approved. Status of Monitoring Officer role to be strengthened as part of SMR.</p> <p>Corporate governance is being strengthened through the introduction of CMT thematic boards, with review of committee reports at key points, including pre-cabinet briefings.</p> <p>Appointment of x2 Policy, Performance and Delivery Officers who will support development and delivery of robust performance management reporting as well as approach to corporate programme management oversight.</p> <p>Elected members are offered training that they need to support them in their roles on various committees.</p> <p>Interim Audit Manager appointed – reviewing effective way to deliver the service for the future, in conjunction with Lichfield District Council.</p> <p>A review of audit committee effectiveness has been carried out and an improvement plan approved March 2025.</p> <p>Progress is being made against all milestones and reports are all progressing which will support completion of all actions.</p>	On Track

Summary Update

Month	Milestones	Commentary (Progress/Next Steps)	Status
Apr-25	Align statutory officer responsibility with job specific roles (Head of Paid Service)		Complete
May-25	Secure Statutory officers and appoint S151	An interim S151 officer is in place, with a Deputy S151 also in place to ensure organisational stability. Recruitment into the permanent position will be delivered as part of the SMR implementation 01/10/2025. There has been no gap in S151 provision and delegated officer to the role.	Complete
Jun-25	Annual governance statement finalised	Annual Governance Statement approved at Audit & Governance Committee 11th June 2025	Complete
Jun-25	Audit and Governance Committee training	Training delivered to Audit & Governance Committee members 20th May 2025	Complete
Sep-25	Internal Audit Shared Service review	Options paper being drafted, meeting arranged with Chief Execs to agree approach.	On Track

11) Review the council’s Overview and Scrutiny structures in support of your corporate priorities.

Activity Note	Activity Status
<p>Review has been instigated on Overview and Scrutiny structures to align to new corporate plan priorities. Progress includes:</p> <ul style="list-style-type: none">- Scope developed and tested with CMT and Leadership Group- Weekly project team meetings and updates with SRO held- Two surveys developed and administered with responses from Members and Officers- Focus Group sessions held with Members and Officers- Best Practice research conducted including LGA and Centre for Governance and Scrutiny- Research undertaken on neighbouring authorities and their approaches- Options developed and tested as part of focus group sessions	On Track

Summary Update

Month	Milestones	Commentary (Progress/Next Steps)	Status
Apr-25	Develop approach to the review and agree indicative timescales with key stakeholders	A Review Scope document has been developed and signed off by SAO. This will be going to CMT on 18th March for comment.	Complete
May-25	Progress the review with regards to best practice research and fieldwork including surveys and focus groups	Research conducted into best practice, and fieldwork has been undertaken. Main report and summary options is being developed and will be shared with stakeholders.	Complete
Jun-25	Test initial findings with key stakeholders and begin preparing final report	Initial findings and draft have been shared with Leader, CX, Executive Director and Scrutiny Chairs. The main report will be drafted and then shared for comment and approval next month.	Complete
Jul–25	Prepare final report and socialise with CMT and Leadership Group	The report and summary slide deck has been drafted and will be shared with Scrutiny Chairs, Exec Director, Chief Executive and Leader. Approval will be sought at CMT and Leadership Group. Report now ready to go to Corporate Scrutiny, Audit & Governance and Full Council on 9 th September.	Complete

11) Review the council’s Overview and Scrutiny structures in support of your corporate priorities.

Summary Update

Month	Milestones	Commentary (Progress/Next Steps)	Status
Aug-25	Seek comments and endorsement from Corporate Scrutiny and Audit & Governance	Report released for Corporate Scrutiny 7 th August. The review has been completed, and the findings and recommendations shared with CMT and Leadership Group. Additionally, we held briefings with the Scrutiny Chairs and conducted an All-Member briefing. The report is scheduled to be taken to Corporate Scrutiny on the 7 th of August and to Audit on the 13 th of August for comments and endorsement.	On Track
Sep-25	1. Seek endorsement from Full Council		Not Started
Sep-25	2. Begin implementing the recommendations action plan		Not Started
Feb-26	Begin Stocktake Assessment of progress made in implementing recommendations action plan		Not Started

12) Develop a comprehensive plan to achieve digital transformation putting customers at the heart.			
Activity Note			Activity Status
Project board established for delivery and progress monitoring of the improving customer contact workstream. Implementation plan to be fully developed alongside Netcall and contract meetings held with contract sign off with Netcall 29/5/25. Workshop sessions held to scope the strategy framework and research best practice. Completed procurement of customer contact solution – in standstill period, currently discussions with legal regarding terms and conditions so no timescales can be agreed. Corporate project/programme governance model established. Final ICT and Digital Strategy 2025-2030 approved by Decisions Board for Cabinet 24/07.			On Track
Summary Update			
Month	Milestones	Commentary (Progress/Next Steps)	Status
Jun-25	Attend CMT decisions board 17-6-25 with draft ICT and Digital Strategy		Complete
Jun-25	Draft ICT and Digital Strategy	Draft strategy work in progress pending further consultation with service areas during May. Date changed to 17th June from 10th June.	Complete
Jun-25	“Improving customer contact” – Progress update to CMT	Progress update 23-6-25.	Complete
Jul-25	Consultation on draft ICT and Digital Strategy	Consultation process carried out including presentations to AD Direct Reports group, the ICT and directorate management teams, service area specific sessions and close collaboration with the head of customer experience given the digital focus and link with the Customer Services and Access Strategy. All feedback has been considered and included where relevant.	Complete
Jul-25	Attend CMT decisions board 15-7-25 with final strategy	Final strategy shared with CMT. Attended decision board and presented overview of ICT and Digital strategy 2025-2030. Approval given.	Complete
Jul-25	Complete project documentation for “improving customer contact” stand of Digital Strategy	To include PID, Impact assessment, DPIA. PID signed off – 1/7/25, DPIA 90% complete, Draft EIA completed, all to be completed by end July 25 – delay due to delays in contract signing.	Complete

12) Develop a comprehensive plan to achieve digital transformation putting customers at the heart.			
Summary Update			
Month	Milestones	Commentary (Progress/Next Steps)	Status
Aug-25	Digital transformation Phase 2.1 – Decommission Civica portal/CRM and transition to new Netcall platform for digital forms	Dates may move pending contract sign off with Netcall . Civica portal decommissioned. Interim solution based on M365 forms in place.	Complete
Aug-25	Digital transformation phase 1.2 “improving customer contact” – Converse CX	Email contact channel integration.	On Track
Aug-25	Phase 2.2 – “Improving customer contact” – Implementation of Citizen Hub	Citizen Hub - low-code case management solution for effective workflow and process automation. Application testing, user testing, training and deployment. A boarder implementation plan with key milestones will be developed.	On Track
Sep-25	Develop digital transformation plan for delivery of ICT & Digital Strategy	Phase 1 - Improving Customer Contact - planning in progress, Netcall project managers assigned, and initial engagement completed. Development of prioritised plan for process transformation including interim M365 forms in progress. Assessment of further processes-based complexity/impact to follow, informing an initial implementation plan. Prioritisation of ICT and Digital strategy activities in 'what we will do' sections will follow for phase 2.	On Track
Sep-25	Digital transformation Phase 1.1 – “Improving customer contact” implementation of Converse CX	Date pushed back for go live. Delays with contract sign off has pushed delivery back. Meeting with Netcall to agree implementation plan based on current learning progress. Team commenced accredited training and aiming to complete by 31/7/25. Once training signed off the systems build will begin and implementation plan kick in.	On Track
Oct-25	Update report on progress to CMT		Not Started

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