

APPENDIX B

LGA CORPORATE PEER CHALLENGE - COUNCIL IMPROVEMENT ACTION PLAN 2026/27

This action plan groups the LGA recommendations into practical improvement themes and integrates them with existing Council work. It is intended to be a live monitoring document and will be updated as actions are completed, refined or incorporated into ongoing corporate activity.

Status key: Complete - delivered and embedded | In Progress - activity already underway | Planned - agreed work to commence | Ongoing - continuing corporate activity

Theme / LGA area	Council response and next steps	Lead / governance route	Target / milestone	Status
1. Financial resilience	Continue planned rebuilding of General Reserves; develop a formal General Reserves Policy and target trajectory; maintain the Medium-Term Financial Plan; strengthen links between budget setting, service planning and strategic priorities; develop a more structured approach to income generation and external funding.	Director of Finance & Resources / F&GP / Full Council	Reserves policy and trajectory through 2026/27 budget cycle; MTFP reviewed annually.	In Progress
2. Embed transformation and performance	Continue embedding the performance management framework, service planning, corporate values, management arrangements and individual development planning. Ensure reporting increasingly demonstrates outcomes and impact, not only activity.	CEO / SMT / Management Team	Performance and service planning embedded during 2026/27; periodic Member reporting.	In Progress

3. Governance, delegation and business processes	Continue review of the Scheme of Delegation from Council and Committees to officers and from SMT to managers. Clarify accountability and responsibility, reduce avoidable sign-off bottlenecks and review democratic/administrative processes ahead of the 2027 election.	CEO / Democratic Services / SMT / Full Council	Governance/process improvements progressed during 2026/27 and ahead of May 2027 election.	In Progress
4. Reflective practice and organisational learning	Introduce proportionate project review and lessons-learned arrangements. Build formal review points into significant projects and encourage teams to consider what worked well, what could improve and what should change next time.	SMT / Management Team / Project Leads	Standard approach agreed and used for significant projects during 2026/27.	Planned
5. Strategy, sequencing and outcomes	Strengthen the active use of the Town Council Strategy so that priorities, resource allocation, project sequencing and performance measures are visibly connected. Develop clearer outcome measures and capacity assessments for new initiatives.	CEO / SMT / Full Council and Committees	Integrated with service planning, MTFP and future Strategy review.	In Progress
6. Workforce planning and organisational capacity	Develop an active workforce plan aligned to future service requirements and devolution; undertake skills/capability mapping; consider succession planning and recruitment needs; continue management development and clarify future capacity requirements.	CEO / SMT / Personnel Committee	Workforce planning developed during 2026/27 and aligned to devolution/business planning.	Planned

7. Member development and 2027 induction	Prepare a comprehensive Member induction and development programme in advance of the 2027 election, including governance, decision-making, Member/officer roles, media awareness, strategic leadership and Council priorities.	CEO / Democratic Services / Full Council	Programme prepared before May 2027; ongoing Member development thereafter.	In Progress
8. Community engagement and EDI	Build on the Council's successful engagement approaches and embed community engagement more systematically in service and policy development. Strengthen practical awareness and application of equality, diversity and inclusion, including accessible communications and consideration of differential impacts.	Director of Community Services / Management Team / relevant Committees	Community Engagement Delivery Programme 2026/27; EDI development incorporated into organisational learning.	In Progress
9. Place leadership and partnerships	Continue developing the Council's strategic place-leadership role with North Somerset Council, businesses, voluntary/community organisations and other partners. Seek early involvement in discussions affecting Weston-super-Mare and support collaborative approaches to town-wide outcomes.	Leader / CEO / SMT	Ongoing through strategic partnerships and project-specific arrangements.	Ongoing
10. Communications, identity and narrative	Review how the Council communicates who it is, what it delivers and the outcomes achieved. Balance place branding with appropriate recognition of services funded	CEO / Communications / Management Team	Developed through 2026/27 communications and website work.	In Progress

	and delivered by the Town Council; strengthen proactive, evidence-led communications and understanding of resident perception.			
11. Devolution of assets and services	Continue the established due-diligence and business-case approach. Maintain clear evaluation criteria covering community benefit, capacity, revenue and capital implications, governance and risk. Work with NSC on a more programmed approach to future transfers and maintain dialogue on longer-term assets and income opportunities.	CEO / Director of Community Services / Devolution S&F Group / Full Council	Ongoing through phased devolution programme and asset business cases.	In Progress
12. Demonstrating value and impact	Develop proportionate measures to demonstrate the social, community and financial value of Council investment, including volunteer contribution and returns from significant services and devolved assets. Use this information in performance reporting and public communications.	SMT / Service Managers / Communications	Measures developed progressively through service plans and performance framework.	Planned

Monitoring and reporting: SMT and the Management Team will keep the action plan under review. Progress will be reflected through the relevant committee, corporate performance and service-planning routes, with a consolidated update to Members at an appropriate point during 2026/27. Actions may be refined where they are completed, absorbed into business-as-usual arrangements or superseded by later Council decisions.

Source: Local Government Association, Corporate Peer Challenge - Weston-super-Mare Town Council, Feedback Report, 21-23 April 2026 (final report).