

## 2022 Corporate Peer Challenge action plan

Key recommendations by Peer Team	WHBC actions
<p><b>Recommendation 1</b>  <b>Identify senior strategic capacity, clarify future structure and communicate widely</b>            Some staff are concerned and want to know more about when the structure will change, and what the implications for them will be – communication is key to embedding the new approach.</p>	<ul style="list-style-type: none"> <li>• Engage with Heads of Service and team managers seeking their views on the current senior management structure.</li> <li>• As an interim solution to support senior capacity, all Heads of Service and HR Manager to join Corporate Management Team meetings.</li> <li>• Set out a clear timetable on the senior management restructure and communicate to all staff.</li> <li>• Implement a new permanent senior management restructure.</li> </ul> <p><b>Lead officer(s):</b> Chief Executive</p>
<p><b>Recommendation 2</b>  <b>Reset, resource and refocus the modernisation programme with a refreshed communications strategy</b>            Building on the feedback from staff and Councillors, relaunch the modernisation programme and clarify its ambition, resources and expected outcomes.</p>	<ul style="list-style-type: none"> <li>• Review the purpose of the modernisation programme and its governance structure</li> <li>• Review the modernisation resource at the council to ensure there is sufficient capacity to deliver the new vision</li> <li>• Relaunch the Modernisation programme and setting a clear communications strategy to clarify ambitions to staff and members.</li> </ul> <p><b>Lead officer(s):</b> Modernisation Board</p>

<p><b>Recommendation 3</b>  <b>Address recruitment and retention</b>  Review the approach to recruitment and implement new advertising across the borough in prominent positions, discuss opportunities with the education providers and universities. Work with the other Hertfordshire councils as appropriate to develop a coordinated approach to resourcing particular skills and roles. The council needs to develop and market its unique selling points.</p>	<ul style="list-style-type: none"> <li>• Develop a brand for Welwyn Hatfield capturing the unique selling points and benefits for working at the council</li> <li>• Develop a new approach to recruitment to enable the council to become an employer of choice.</li> <li>• Review the recruitment processes to maximise agility.</li> <li>• Investigate sharing of specialist resources with other councils as appropriate</li> <li>• Work with Oaklands College and University of Hertfordshire to discuss placement opportunities and consider developing a longer-term strategy to target graduates to fill hard to recruit areas</li> </ul> <p><b>Lead officer(s):</b> Head of Law and Administration, HR Manager, Corporate Strategy and Engagement Manager</p>
<p><b>Recommendation 4</b>  <b>Adopt a Local Plan</b>  Without this, performance will drop, it will impact on the council’s ability to deliver its regeneration and housing ambitions, and the council will be at risk of speculative development that lacks quality.</p>	<ul style="list-style-type: none"> <li>• Adopt the Local Plan.</li> </ul> <p><b>Lead officer(s):</b> Head of Planning and Planning Policy and Implementation Manager</p>
<p><b>Recommendation 5</b>  <b>Develop an income and savings plan for the MTFS period</b>  Whilst key plans and direction is set out in the councils MTFS, there wasn’t a clear structured savings and income strategy detailing the financial targets for these and when funds would be found to address the budget gap.</p>	<ul style="list-style-type: none"> <li>• Develop detailed savings and income generation proposals to address the budget gap</li> </ul> <p><b>Lead officer(s):</b> Head of Resources and Service Manager (Financial Services)</p>

**Recommendation 6**

**Continued focus on housing compliance**

Continue to work with the regulator, implement the improvement plan and address resource issues in this service.

- Implement the housing compliance improvement plan.
- Achieve full compliance in line with the timescale set out with the Regulator
- Provide interim senior management support to the Housing Property Service team.

**Lead officer(s):** Chief Executive and Compliance Manager