

WHBC Corporate Peer Challenge Action Plan

Key Recommendations	WHBC Action:
<p>1. Develop a clear vision and narrative for the Borough, Welwyn Garden City, Hatfield and beyond. This is a long term vision (20/30 years+) describing what the place will look like - the local plan is only one element of this. Describe as a Council how the two main towns, the villages and the borough will look and feel. This is likely to be different for each area but brought together under one vision building on the great example already set by Hatfield 2030+.</p>	<ul style="list-style-type: none"> • Use the Regeneration Group to develop a draft vision and narrative for the Borough, Welwyn Garden City and Hatfield. • Engage with key stakeholders, councillors, the communities and businesses on the draft vision and narrative and incorporate views and suggestions. • Adopt the new narrative and vision. <p>CMT Sponsor: Simone Russell Lead officers: Head of Planning & Head of Community and Housing Strategy</p>
<p>2. Develop a modernisation programme with clear aims, objectives and targets around: - Workforce - IT and Digital - Customer - Communications The programme will support delivery of the vision by bringing together projects under each of the themes with clear deliverables. Capacity, capability and resources need to be identified, allocated and aligned, ultimately resulting in a better customer experience.</p>	<ul style="list-style-type: none"> • Brand and launch #OurFuture programme. • Agree modernisation programme governance. • Set up officer Modernisation Board and Modernisation Delivery Groups. • Develop comprehensive and resourced modernisation programme. <p>CMT Sponsor: Rob Bridge Lead officers: All Corporate Directors</p>
<p>3. Align the structure to deliver the above (right people, right place doing the right thing) Develop the workforce strategy to utilise the skills already in-house but also don't be afraid to buy in or ask for help from others to deliver in more specialist areas, particularly in relation to regeneration and modernisation.</p>	<ul style="list-style-type: none"> • Develop new Workforce Strategy to support the Modernisation Programme. • Review and align structure of the council to deliver a sustainable modern organisation. <p>CMT Sponsor: Rob Bridge Lead Officers: All Corporate Directors</p>
<p>4. Modernise governance and embrace external challenge and expertise Brave first step in allowing the peer team to share their views. Continue this reflection and use it to support decision making and top team development.</p>	<ul style="list-style-type: none"> • Review all governance arrangements of the council using the Constitution Review Group as appropriate. • Make appropriate recommendations to Council. • Review and develop Project Management Framework for the

	<p>Council.</p> <p>CMT Sponsor: Nick Long Lead Officers: Head of Law and Administration & Head of Resources</p>
<p>5. Review your approach to underspends and reserves, develop and evolve the MTFS to reflect the Council’s direction and modernisation</p> <p>Review the base budget and hit “reset”, articulate savings, income and risk strategies and earmark resources to enable change to happen.</p>	<ul style="list-style-type: none"> • Analyse all base budgets and spending trends to enable budget reset in advance of 2020/21 • Review MTFS to support the Modernisation Programme and to include the impact of the Spending and Fair Funding Review. • Review of the Capital Strategy to support the delivery of the new vision and narrative of the borough. <p>CMT Sponsor: Ka Ng Lead Officers: Head of Resources & Head of Housing Operations</p>
<p>6. Ensure members are included in the #OneTeam approach</p> <p>The politicians are part of the overall team and want to be included. You are all in it together delivering for the residents of WHBC.</p>	<ul style="list-style-type: none"> • Incorporate #OneTeam approach into the Member Development Programme and incorporate into the Member Code of Conduct. <p>CMT Sponsor: Nick Long Lead Officer: Head of Law and Administration</p>
<p>7. There needs to be a coherent approach to communications and engagement developed through strategies linked back to your overall modernisation agenda</p> <p>Align the communications strategy with the modernisation plan, review how and when you engage with all stakeholders and broaden your approach.</p>	<ul style="list-style-type: none"> • Develop a Communication and Engagement Strategy to support all part of the Peer Review Action plan. • Consult on the strategy with key stakeholders. • Adopt the strategy. • Develop and adopt an Internal Communications strategy. <p>CMT Sponsor: Ka Ng Lead Officers: Head of Policy and Culture & Head of Community and Housing Strategy</p>