

2018 Corporate Peer Challenge – Response from East Herts

Key recommendation	East Herts comments	East Herts action
<p>1. Expand your positive ambition into a narrative that focuses on people and place, to support members, staff and partners to understand and use as a framework for future work planning and prioritisation</p>	<ul style="list-style-type: none"> • Review highlights issues around ensuring golden thread of corporate priorities through to individual work programmes and ensuring clarity which is a challenge for any large organisation. • After elections in May it is likely that the new administration will want to develop its priorities and agree a corporate plan. This provides an opportunity to provide more clarity on priorities 	<ul style="list-style-type: none"> • East Herts Council to adopt a new corporate plan (aim for adoption in late 2019) • Officers will support Members with the process (to be agreed with Executive after May) <p>Officer lead(s): Head of Comms, Strategy & Policy & Policy Officer</p>
<p>2. Support internal transformation through the development of a strategic, integrated and resourced Organisation Development Plan setting out a clear vision and mission for staff and members for the next 3 years.</p>	<ul style="list-style-type: none"> • Review picked up concerns about vacancy levels and difficulties in recruiting (especially in some specialist areas). 	<ul style="list-style-type: none"> • Work already in progress regarding a refresh of the OD strategy. This will be agreed after May and in line with priorities set out in the new corporate plan <p>Officer lead(s): Head of Human Resources & Organisation Development</p>
<p>3. Re-engage all staff in the transformation agenda by ensuring that staff at all levels are shaping and delivering it</p>	<ul style="list-style-type: none"> • Review suggested Digital East Herts programme is relatively narrow in scope and focused on saving £500k. • As we move forward with this programme (and begin to close off actions) we need to consider a next phase of the programme which is wider in scope and focused on genuine 	<ul style="list-style-type: none"> • Begin scoping new transformation programme to link to new corporate plan priorities as per (1) above <p>Officer lead(s): Head of Strategic Finance and Property, Head of Comms, Strategy & Policy and Improvement and Insight Manager</p>

	transformation. This would need to link to the new corporate plan and associated MTFS	
4. In the short term ensure that the whole organisation is clear on priority work and align resources accordingly	<ul style="list-style-type: none"> Review highlighted views of staff that there is a lot of project work taking place which draws resources away from the day to day job Work on the "1 page plan" has been effective in addressing some of these concerns 	<ul style="list-style-type: none"> Publicise 1 page plan results with staff and ensure on-going project monitoring through the DEH & Projects Steering Group <p>Officer lead(s): Head of Comms, Strategy & Policy and Improvement and Insight Manager</p>
5. Disperse some leadership roles and responsibilities to enhance capacity and develop organisational resilience	<ul style="list-style-type: none"> Although project governance is widely dispersed (eg. Executive Members leading where relevant and Member steering groups/ champions also being involved in decision making) this is largely about a possible over reliance on the Leader and CE to drive forward projects. At the officer level we have invested in a development programme for service managers to build capacity which has been well received. 	<ul style="list-style-type: none"> Continue to develop and invest in service manager level through training and development. Also see actions in (2) <p>Officer lead(s): Head of Human Resources & Organisation Development</p>
6. Create a Task and Finish Group comprising members and officers of all levels to develop proposals of how EHDC can become an employer of choice.	<ul style="list-style-type: none"> Links to 2 and suggests a completely fresh look at recruitment and retention 	<ul style="list-style-type: none"> Executive to consider whether a Task & Finish Group should be mandated through Scrutiny to explore this after May <p>Officer lead(s): Head of Human Resources & Organisation Development</p>

<p>7. Build on existing relationships to ensure stakeholder and community engagement happens at the earliest opportunity.</p>	<ul style="list-style-type: none"> • The review was positive in terms of the council's approach to consultation and engagement and realistic about stakeholders not agreeing with decisions even when the process has been good. • Largely focused on new developments and neighbourhood plan/ district plan activities 	<ul style="list-style-type: none"> • Recommendation noted – no specific action required other than to be mindful of this going forward
<p>8. Work with the National Association of Local Councils (NALC) to support investment in your Town & Parish Councils through provision of good quality planning training</p>	<ul style="list-style-type: none"> • Report indicates generally Town & Parish Councils are happy with support from East Herts but require more support around understanding the planning process 	<ul style="list-style-type: none"> • Training events and programme to be considered in conjunction with relevant Portfolio Holder after May elections. <p>Officer lead(s): Head of Planning and Building Control</p>
<p>9. Produce a consolidated medium to long term Capital Strategy</p>	<ul style="list-style-type: none"> • Work has been undertaken on rationalising the capital strategy 	<ul style="list-style-type: none"> • Complete <p>Officer lead(s): Head of Strategic Finance and Property</p>