



DRAFT PEOPLE STRATEGY CONTENT OUTLINE



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1. Foreword – Our Organisation

Watford Borough Council's motto is "be bold". As a council we thrive on challenges and make the most of our opportunities to ensure we deliver a positive outcome for our town.

We have an ambitious transformation programme which we aim to deliver by 2020. The programme of work is designed to enable us to meet the challenges common to all local authorities – financial constraints, further budget reductions, increasing demands for homes and continuing to deliver economic prosperity for all our residents and we want to continue to build on our success and make sure we have the right solutions for Watford.

Our vision is that "Watford in 2020 will be a customer-focussed, digitally-enabled, commercially-minded council".

In addition to this we will build on our responsibility as place makers – creating new communities and a legacy to pass to future generations who will live, work and visit our town. In order to do this we will need to work with our communities to enable them to do more for themselves, improve engagement and work in partnership with other organisations and bodies.

All this will be delivered through our workforce, working with partners and our community, and this document sets out our commitments to them to enable them to successfully achieve the Council's ambitions.

Foreword - Our Staff

In shaping shape our organisation to meet our future challenges, we need to prepare our staff for the next phase in our transformation journey. We are well set for this - we have already been awarded liP Gold - but we know that our organisation will need to be more agile, customer focussed, digitally savvy and commercially minded. Changes in legislation (for example The Housing Act) will also mean that we require very different ways of working from groups of staff within the organisation. All of this combined, means that we need:

- to maximise our resources
- to ask more of our people - requiring them to learn new skills, support and drive transformation and new ways of working whilst continuing to deliver high quality services with less money
- increasing our capability in areas such as: commissioning services, being more commercial and working in a more collaborative way both within the council but also with residents and partners
- greater flexibility in the way people work - hours, locations and across teams
- strong and capable leadership
- maintaining our values and behaviours, so that customers get a consistent experience - whoever is delivering services on our behalf

Whilst:

- Respecting and valuing our public sector ethos
- And valuing diversity by maximising the opportunities this gives us to reflect our town

2. Our Vision & Priorities

Our vision:

Making Watford Bold & Progressive

- Our Corporate Priorities:
- Identify ways to manage the borough's housing needs
- Champion smart growth and economic prosperity
- Provide for our vulnerable and disadvantaged communities
- Deliver a digital Watford to empower our community
- Secure our own financial future

3. Our Values and Behaviours

Our values describe the guiding principles that drive how we expect people in our organisation to work and what they can expect to experience when working with others. At WBC we want to inspire all our employees to work as one team and demonstrate the attitudes and approach that reflect these values.

Bold - we work as a team and make things happen

Progressive - we are ambitious, we are innovative, we are welcoming

We strive to having a **dynamic culture**, to be:

Ambitious - Having a “can-do” attitude to making things happen. Challenging ourselves to deliver excellent services and inspiring others to deliver results in a business-like way

Innovative - Embracing creative and entrepreneurial approaches and championing new ways of working that will transform Watford and deliver our ambitions

Welcoming - Engaging our residents and partners and providing an excellent customer experience

Empowering - Enabling our staff to take ownership and be accountable for their own performance, actions and decisions. Valuing diversity and listening to and understanding the views of others

Open to Change - being adaptable and agile in order to support the needs of the business - working collaboratively and supporting colleagues

4. The Strategy – Focus and Delivery

This strategy helps define our expectations . It's aim is to give us a clear, consistent and agreed understanding of what our people priorities are for the next three years, focussing on what we expect of those who work for us and what they can expect from us, as their employer. It aims to:

- Recognise that only through our people can we continue to deliver excellent services and the required transformation
- Enable a “One Council” approach to the way we work
- Be future focussed but ensure we are also addressing immediate needs
- Demonstrate the equal value we place on how we work, as well as what we deliver, with our values and behaviours setting the frame for how we work with each other, our partners and our customers

There are four key themes to our People Strategy

- **SKILLED AND AGILE WORKFORCE** – We will build a skilled and flexible workforce who are able to respond to the changing needs of our organisation
- **BOLD & PROGRESSIVE LEADERSHIP** – We will develop confident, capable leaders at all levels, who use our organisational values and behaviours to build engaged teams who deliver our goals
- **DYNAMIC CULTURE** – We will build a culture that enables the delivery of a bold and progressive future for Watford and recognises the contribution our people make to enhancing the delivery of our organisational objectives
- **ENABLERS** – We will ensure our policies, processes and systems are designed to enable our managers and staff

Delivery of our strategy

We have high expectations and are committed to giving high support to succeed. This strategy will ensure that we:

- Build on our strengths and successes – we're starting from a strong platform and need to build on what is already good and great
- Value the diversity and wellbeing of our staff
- Develop solutions in a collaborative way, with shared ownership of successful delivery and clarity of roles and responsibilities
- Use an evidence based approach in our design and implementation – targeting our efforts where they are most needed and where they will have the most impact however....
- We will not be afraid to be bold and try innovative approaches that may include some risk
- We will work through and consolidate our actions – embedding and learning from our approaches and experience

Delivery Plan

Using the key principles outlined above, we will phase the implementation of the strategy – building on what we have in place and ensuring that key enablers are delivered to support a sustainable approach

The strategy will be delivered through an annual plan focussed on clear deliverables for Year 1, Year 2 and Year 3 (The Year 1 deliverables are included as an appendix to this strategy)

Roles, Responsibilities & Governance

Our HR function are responsible for developing and driving delivery of the People Strategy and for measuring its impact on organisational performance. They will do this by working collaboratively with stakeholders from across the organisation and with partners, bringing together their professional expertise with the knowledge and experience of managers, staff and partner organisations.

The delivery plan will be fully sponsored by members of our Leadership Team who will agree the scope and measures of success and, working with HR, ensure effective deployment of the strategy is possible.

Cabinet will sign-off the strategy and receive regular reports on its progress

Strategy Themes

Skilled and Agile Workforce...	Bold & Progressive Leadership...	Dynamic Culture...	Enablers....
What are we committed to?			
We will build a skilled and flexible workforce who are able to respond to the changing needs of our organisation	We will develop confident, capable leaders at all levels who use our organisational values and behaviours to build engaged teams who deliver our goals	We will build a culture that enables the delivery of a bold and progressive future for Watford and recognises the contribution our people make to enhancing the delivery of our organisational objectives	We will ensure our people policies, processes and systems are designed to enable our managers to be great people managers
Why are we committed?			
<ul style="list-style-type: none"> ● Our digital and commercial agendas create the need for different skills and ways of working ● We need to be able to align our resources where they are most needed, reducing organisational complexity 	<ul style="list-style-type: none"> ● We need strong, visionary leaders to take us through our transformation ● Our leaders need to be visible, active and clear about what is required of them and enabled to fulfil these responsibilities 	<ul style="list-style-type: none"> ● We have big ambition and so need a culture that has high performance expectations and supports and rewards people in being creative, entrepreneurial, pro-active and can-do 	<ul style="list-style-type: none"> ● Our managers need to be enabled to own their people management activities and carry them out effectively ● Our focus needs to be determined by evidence and on what will have the biggest impact

Appendix 1: People Strategy – Year 1 Deliverables

Deliverables	Skilled & Agile Workforce	Bold & Progressive Leadership	Dynamic Culture	Enablers
Refresh our approach to performance management – less focus on the end of year process and more focus on regular, enabling performance conversations	✓	✓	✓	
Further develop our reward strategy to enable and recognise success	✓		✓	
Work with teams and partners to bring our Values & Behaviours to life and making them meaningful for all			✓	
Incorporate a talent management approach into resourcing projects	✓			
Modernise recruitment approach and process	✓			✓
Implement creative career pathways for hard to recruit to posts	✓			
Increase our commercial knowledge and skills	✓			
Build our capability in programme and project management, commissioning , effective contract management and partnership working	✓		✓	
Build skills in coaching conversations for front-line staff to support a more enabling relationship with customers	✓			
Train our staff to support working with customers in the new digital environment	✓		✓	
Further enhance our ICT training offer, to enable optimum use of our systems and software	✓			
Refresh our leadership development offer to give specific focus on enabling our Watford 2020 agenda		✓		
Modernise our approach to enable flexible and new ways of working	✓		✓	✓
Deliver a simplified framework of enabling HR policies & processes		✓		✓
Improve data and reporting for people related activities		✓		✓



