

## PART A

**Report to:** Cabinet  
**Date of meeting:** 4 December 2017  
**Report of:** Head of HR (Interim)  
**Title:** People Strategy

### 1.0 Summary

- 1.1 One of the key supporting strategies for the Watford 2020 Programme is the People Strategy. The strategy aims to describe the culture we aspire to and the deliverables required to achieve the gap between the current situation and the 2020 aspiration.
- 1.2 The outline People Strategy, attached at Appendix 1, sets out the challenge for our workforce to meet the ambition for 2020 and the approach we will take to achieve this. The Year 1 deliverables are appended to the strategy. The completed strategy and medium term deliverables beyond Year 1 will be developed in line with the new corporate plan.

### 2.0 Risks

2.1

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(Treat, tolerate, terminate, transfer)</i>	Risk Rating (the combination of severity and likelihood)
Capacity and skills to deliver the work	Quality and slippage on implementation	Building skills internally and commissioning specialist skills as required	Treat	9
Capacity of our workforce to engage in the transformation	Relevance and impact of solutions	Ongoing engagement in development	Treat	4

due to pressures of work		and delivery of plan and governance through Leadership Team and Watford 2020 Programme Board		
Lack of clarity and agreement by key stakeholders on what success will look like	Wrong focus and less impactful solutions	Leadership Team sponsorship and sign-off of delivery plan workstreams	Treat	4
Not having the right priorities and alignment with wider 2020 Programme	Wrong focus and prioritisation impacting on the success of the 2020 Programme	Leadership Team and Watford 2020 Programme Board governance	Treat	4

### **Recommendation**

3.0 Cabinet is asked to note the progress on the People Strategy.

#### **Contact Officer:**

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#### 4.0 **Detailed proposal**

#### 4.1 The Council's Transformation Programme, Watford 2020, has a vision that:

*"Watford in 2020 will be a customer-focussed, digitally-enabled, commercially-minded council."*

#### 4.2 Within the programme's design principles, it is recognised that the culture and skills of the organisation will need to align to this vision. As such, one of the key supporting strategies for the programme is the People Strategy, which aims to describe the culture we aspire to and the deliverables to achieve the gap between the current situation and the 2020 "design".

#### 4.3 The People Strategy also aspires to address other key people issues affecting the organisation (for example the changes to the Housing Act) and to ensure that we have the required skills and an engaged, motivated and high performing workforce in order to deliver our services.

#### 4.4 The strategy has been developed following considerable engagement with Leadership Team, the Extended Leadership Team, managers and staff. This approach has enabled the strategy to focus on the right priorities and to ensure that the workforce will more readily engage in the development and implementation of the different areas of work. The work was shared at the Portfolio Holders meeting on 11 September and was endorsed by Leadership Team on 27 September.

#### 4.5 The Strategy has four themes:

- Skilled and Agile Workforce
- Bold and Progressive Leadership
- Dynamic Culture
- Enablers

Year 1 deliverables are detailed in Appendix 1.

#### 4.6 The year one deliverables are now being developed into a programme of work, with individual members of Leadership Team providing sponsorship to different workstreams. They will work with the HR Leads to agree the scope of individual workstreams – what will be delivered when – and the required resources, including commissioned expertise.

#### 4.7 Governance will be provided by Leadership Team who will be responsible for signing off:

- The delivery plan, including prioritisation

- Scope – what will be delivered when and measures of success
- Required resources
- Workstream products

In addition, regular updates will be provided to the Watford 2020 Programme Board, who will be responsible for:

- Progress reporting as part of whole transformation programme
- Ensuring alignment to wider transformational work

## **5.0 Implications**

### **5.1 Financial**

- 5.1.1 The Shared Director of Finance comments that as part of the Watford 2020 programme, there is budget allocated in the current financial year. Costs of implementing the strategy should be managed within the existing HR budget, with any additional costs identified through the process needing to come for approval either through the annual budget setting process or supplementary budget requests.

### **5.2 Legal Issues (Monitoring Officer)**

- 5.2.1 The Head of Democracy and Governance comments that there are not specific legal implications at this stage of the programme.

### **5.3 Equalities/Human Rights**

- 5.3.1 Having had regard to the council's obligations under s149, it is considered that at this time no Equalities Impact Assessment is required because there are no specific proposals relating to staffing or service delivery changes arising from the strategy

### **5.4 Staffing**

- 5.4.1 The staffing implications are not yet known and will be considered against individual workstreams within the strategy.

## **Appendices**

Appendix 1 – Draft People Strategy document

## **Background Papers**

No papers were used in the preparation of this report.