

**WATFORD TOGETHER:  
OUR TOWN. OUR FUTURE**

**Organisational Delivery Plan 2020 -24**

**Supporting our staff to be their best**

## **FOREWORD**

Welcome to a new Organisational Development (OD) Plan for Watford.

**I know we have the right foundations in place to be the envy of other local authority employers and to role model employment excellence across our local community. Whilst we know there are challenges ahead, there will also be opportunities for us to build an even stronger and successful organisation that uses all its skills, talents and enthusiasm to achieve more for our residents and community. We want you to be the best you can be at Watford and this plan sets out how, together, we will achieve this.**

**Donna Nolan  
Managing Director**

**Watford Organisational Strategy 2020-24**

## **GUIDING PRINCIPLES**

In our Council Plan we outline our guiding principles, which underpin how we deliver our Council Plan and Delivery Plan. The principles strengthen the way we work, building consistency and our 'one Watford team' approach

### **Excellence**

- Work with partners to deliver excellent outcomes for our customers and communities.

### **Promotion**

- Promote Watford widely to maximise our town's potential.

### **Impact**

- Use our resources wisely to maximise financial, social and environmental impact.

### **Enterprise**

- Challenge ourselves to be ambitious and entrepreneurial.

### **Leadership**

- Bring people who care about the town together to get things done.

### **Caring**

- Respond thoughtfully to show our readiness to help others

## The OD Delivery Plan – Supporting our staff to be their best

This OD Delivery Plan has set the ambition for our staff to be the best they can be. We recognise that to achieve this, we need to equip you with the skills, knowledge, confidence and support you need to do your best work.

Our staff are our strength and underpin the successful delivery of our Council Plan and Delivery Plan. Our aim is to attract, and retain, the very best people. We want to be renowned, not only for outstanding local services for our residents, business and community but as the Council that is *the* local authority employer of choice.

We know that, relatively speaking, we're quite a small local authority but we think big and punch above our weight. Our ambitious plans and constant drive to do more mean we offer great opportunities to create interesting and diverse roles, which are challenging and offer a real chance for you to develop and make your mark.

Working with our Staff Ambassadors Group, and through our staff survey results, we have identified four major themes for our OD Plan, which will take our Council to the next level. These themes will be delivered through a series of focused actions and each of us will have a significant part to play, and contribution to make, to their successful delivery. The plan will be brought to life, through our team efforts, with Watford's leaders supporting its successful delivery.

Whilst we have set out a four year programme, we are concentrating on what we need to do in the short and medium term, to set the right foundations for the council and ensure the Plan is effectively aligned to the Council Plan.

### Ongoing engagement

We are committed to engaging with you each year, to refresh the plan and accelerate our progress wherever we can. The findings from the next staff survey will set a baseline for some of our success indicators.

### Our Approach

- Workforce Theme 1: Workforce Health and Wellbeing
- Workforce theme 2: A Values and Behaviours Driven Organisation
- Workforce Theme 3: An Agile Organisation
- Workforce Theme 4: Performance and Development Management

Our approach will allow staff to see how their contribution supports the overall Council Plan and will deliver the following outcomes:

Our People	Our Leaders	Our Council
<ul style="list-style-type: none"> <li>• I am clear what my role is and how it contributes to the Council Plan ambitions</li> <li>• I demonstrate the Council's values in everything I do and with everyone I work with</li> <li>• I feel able to contribute ideas and receive recognition when I do a good job</li> <li>• I have control over how I organise and deliver my work</li> <li>• I have regular discussions with my manager about my work, performance and development</li> <li>• I am part of a high performing team and do my best for Watford BC</li> </ul>	<ul style="list-style-type: none"> <li>• I am clear about how I contribute to the Council Plan ambitions</li> <li>• I role model the Council's values and leadership competencies</li> <li>• I take ownership for making positive change</li> <li>• I make the most of opportunities for my teams to make decisions on how their work is organised and delivered</li> <li>• I have quality conversations with my team members and manage performance and</li> </ul>	<ul style="list-style-type: none"> <li>• We can demonstrate progress in achieving our Council Plan commitments</li> <li>• We place our residents and community at the centre of our decision-making</li> <li>• We demonstrate our Council values with our staff, elected members, community and partners</li> <li>• We have confidence in our talented workforce – we recognise and celebrate success</li> <li>• We make the best use of our people and their skills – to create the capacity to deliver our ambitions</li> </ul>

	<p>provide opportunities for growth.</p> <ul style="list-style-type: none"><li>• I support and develop my team and I celebrate colleagues' success</li></ul>	
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## Workforce Theme 1 -Workforce Health and Wellbeing

Keeping our workplace healthy, happy and resilient

Our work is an important part of our life. We spend a lot of time at work and we know it can have a real influence on our health and wellbeing. We know organisations that take well-being seriously, also have stronger, more inclusive cultures and are great places to work. We want our staff to feel supported, motivated and look after each other so they can bring their whole self to work and be their best.

Whilst the impact of COVID-19 on the health and well-being of our community and our staff is not yet fully understood, if we are to meet the level of ambition set out in our Council Plan, we must commit to role modelling, innovative and proactive approach to health and well-being; designed to do so much more than just reduce sickness absence and keep people safe at work.

As well as formal solutions and support, it is important that our leaders and colleagues feel able to have supportive conversations on an informal basis, are able to identify signs of stress, anxiety and poor mental health and feel confident to help individuals at a personal level.

We want to promote a culture where personal wellbeing is a priority. We all have a role to play in offering support and guidance on staying well and particularly where it relates to mental health – raising awareness, reducing stigma and encouraging colleagues where to go for help, if needed.

Our key actions are:

Action	Measuring success	By when?
<b>FOCUS ON TACKLING STIGMA ASSOCIATED WITH MENTAL HEALTH</b>		
Take steps to improve the number of leaders who feel confident to spot the early warning signs of mental health and have the skills to manage those conversations	<ul style="list-style-type: none"> <li>Leadership programmes incorporate skills to spot the early warning signs, and build skills to have the right conversations</li> <li>% of leaders who tell us that they feel confident to do so (measured in our wellbeing survey).</li> </ul>	Ongoing in our current design work
Mental health first aid training for colleagues, enabling them to spot the signs and offer support.	20 trained mental health first aiders – targeting all staff who need support Greater use of online support and Employee Assistance Programme – measured by service use metrics. An honest reflection of mental health in our discussions with staff Increase in number of staff feeling they can cope with the demands of their job and have a good work-life balance – as measured by the staff survey, leading to improved feeling of overall health and wellbeing	March 2021  Ongoing – regularly reviewed  Incremental each year  Incremental each year

Action	Measuring success	By when?
Tackle stigma around mental health issues or declaring a disability by encouraging open conversations	<p>Increase in awareness of policies and usage of the programmes – measured by service use metrics.</p> <p>Increased partnership working to share initiatives.</p> <p>We will work with new and existing staff to encourage them to be confident to declare their ethnicity and/or any disability they may have, safe in the knowledge we will support them and ensure they thrive and develop in the workplace.</p> <p>We will be a ‘disability confident’ employer</p>	<p>December 2020</p> <p>December 2021</p> <p>December 2020</p>
<b>CRAFT GREAT ROLES WHERE OUR PEOPLE FEEL IN CONTROL OVER THE BEST WAY TO DELIVER THEIR WORK AND FEEL WELL SUPPORTED TO DO SO</b>		
Ensure that all of our people have access to “job crafting” training, so that they can develop skills to enhance flow, productivity, engagement and wellbeing.	Improvements in staff survey results, showing improved job satisfaction and motivation.	January 2021
Ensure our leadership programmes emphasise the importance of engaging and co-designing work so all of our people feel able to contribute new ideas and instigate new and better ways of doing things	Lead to improved perception that staff can contribute to ideas for improvement / ways to do things differently (currently 36% disagree or don’t know). Measured through our staff survey.	Ongoing in our design work
Support teams to regularly pause and reflect on their work, designed to optimise team effectiveness and create a psychologically safe workspace	<p>Creation of OD tool for line managers to utilise, with support from OD lead where needed</p> <p>Improved levels of inter and intra team working across the organisation, reduced number of regretted losses.</p>	Tool available November 2020
<b>SUPPORT PERSONAL AND PROFESSIONAL GROWTH IN HEALTH SUBJECTS</b>		

Action	Measuring success	By when?
Continue to grow and develop “Watford Health and You” resources.	Increase in traffic to intranet pages and take up of available resources. Measured through wellbeing survey.	Ongoing.
<p>Create and publicise a range of opportunities to learn and build good habits on health and wellbeing topics so our people can access e-learning and interactive, habit changing sessions.</p> <ul style="list-style-type: none"> <li>- Factors affecting wellbeing at work (control and autonomy)</li> <li>- Food, sleep and exercise</li> <li>- Financial health</li> </ul>	<p>Co-design and launch programme</p> <p>Increase in awareness levels</p> <p>Take up of blended learning provision (e-learning and interactive face to face, virtual webinars)</p>	<p>Ongoing</p> <p>Incremental each year</p>
Use focus groups to develop a health and wellbeing programme – with access to a number of health and improvement areas.	<p>Development of Mental Health (MH) Champions to expand to wellbeing.</p> <p>Programme designed and launched.</p> <p>Increased resilience and feeling of wellbeing amongst staff – measured by wellbeing survey.</p> <p>Increased satisfaction with the council as a caring employer – measured by staff survey (baseline to be set).</p>	<p>September 2021</p> <p>Benchmark set and incremental increases until 2024</p> <p>Incremental increases until 2024</p>
<b>CHAMPION PHYSICAL HEALTH</b>		
Adopt Public Health England workplace health standards and refresh our HR policies.	<p>Clear policies and procedures in place that are compliant with the standards.</p> <p>Management confident in supporting teams – measured by feedback.</p>	<p>April 2022</p> <p>Incremental increases</p> <p>April 2022</p>

Action	Measuring success	By when?
Evaluation of pilot health check programme (environmental health)	Increase the number of staff who are invited to take part (baseline and benchmark to be set).	April 2021
Rollout of health check programme across the wider council	Take up of health check programme, with live individualised plans for participants	Incremental each year
<b>ENSURE OUR OCCUPATIONAL HEALTH AND EMPLOYEE ASSISTANCE OFFERING IS HIGH QUALITY AND ACCESSIBLE TO ALL</b>		
Continued promotion of the benefits of the Employee Assistance Programme and Occupational Health services.	Increased awareness and usage of the service, leading to a reduction in sickness absence. Increased resilience and feeling of wellbeing amongst staff – measured by wellbeing survey (baseline to be set following next survey).	Incremental increases until 2023  Benchmark to be set and incremental increases until 2023



## Workforce Theme 2 - A Values and Behaviours Driven Organisation

Our organisational culture is our personality and our identity. It underpins the work we do to implement our ambitions for Watford.

We know from our staff survey that our employees feel valued, inspired and empowered to help us achieve our priorities and provide the best services to our residents, but we also know that there's more to do. We want to build and strengthen the experience of our staff and ensure everyone feels genuinely connected to the strategy of the Council and understands how their role contributes to our success. We don't just want to be an outstanding employer, we want to be known as *the* local authority employer of choice. We want to be known locally as a role model employer who cares for, and looks after its people, who in turn, provide fabulous services for the residents of Watford.

To do that we need to have a shared sense of what we stand for and how we do things. Our values must reflect the organisation we wish to be, both now and for the future; the things we believe are important and the standards we wish to aspire to.

The behaviours we ask our people to demonstrate every day will guide and steer the actions, attitudes and ways of working that make the Council, and the town, a place that people want to work, live and grow.

Successful creation, launch and embedding of a set of values and behaviours, shaped by staff, will provide the foundations we need to create a positive organisational culture, where our people want to work, where they feel supported and are in an environment that enables them to be their best. We want our people to describe how our values and behaviours feel and how they experience, and demonstrate them, every single day. Our ambition is to live them in everything we do.

Our key actions are:

Action	Measuring success	By when?
<b>WORK WITH STAFF AND STAKEHOLDERS TO CREATE OUR VALUES AND BEHAVIOURS</b>		
Establish a Staff Ambassadors Group who will work with the MD, Executive Head of HR and Organisational Development, services and Leadership Team to develop our thinking on a range of matters that are important to us, including the values and behaviours	Proactive engagement and representation from each service / area.  Examples of creative ideas, innovation, changes and influence of the group that are implemented.  Positive feedback from Group members on feeling valued and listened to	Immediate – four meetings have taken place as of June 2020.
Design, schedule and facilitate focus groups and drop-in sessions using a range of digital and face to face channels, providing a forum for employees to contribute and shape the values and	Percentage workforce participation, input and involvement  Attendance levels and positive contribution	Summer / Autumn 2020

Action	Measuring success	By when?
behaviours they believe are important to the Council	Sourcing a range of views that can be shared and common themes reviewed  Agreed set of values and behaviours	
Listen, reflect upon and incorporate the views of under- represented workforce groups within the Council, building on our representation as an inclusive employer, ensuring that our values and behaviours work for all.	Staff Ambassadors Group reflects representation from under-represented groups, as identified via our workforce profiling.	Summer / Autumn 2020
Carry out 1-1s with Cabinet members and LT to shape values and behaviours that align to our organisational ambitions and goals as set out in our Council Plan	Each Cabinet and LT member participates in a 1-1	Summer / Autumn 2020
Summarise and present key themes from engagement sessions, incorporating them into a draft for consultation and engagement, agreement and sign off.	Presentation of themes, views and decisions for wide commentary, engagement, discussion and debate.	Autumn 2020
<b>LAUNCH OUR VALUES AND BEHAVIOURS</b>		
<p>Rollout of values and behaviours across every aspect of the employee journey, including, with input from Staff Ambassadors:</p> <p>Create an organisational launch and series of local team engagement events</p> <p>Creation of an employee toolkit including a self-assessment against the values and behaviours</p> <p>Creation of a Line Manager toolkit including a self-assessment against the values and behaviours</p>	<p>Every colleague will be familiar with the values and behaviours, understand the role the organisation played in creating them, and begin to relate them to the job they do and the work they carry out.</p> <p>Line Managers and Supervisors equipped to engage their teams, help them make connections between the values and behaviours and their own work, using tools and team sessions to apply them and bring them to life</p>	Autumn / Winter

Action	Measuring success	By when?
<p>Communication and signposting future ways to embed the values and behaviours e.g. leadership development programmes, appraisal processes, recruitment and promotion processes</p>		
<p>Refresh our Internal Communications and Engagement Strategy and align it to the council's Council Plan.</p> <p>Demonstration of how the values and behaviours support the delivery of these priorities</p> <p>Improve the cascade of strategic updates, recognition of success and increase opportunities for two-way dialogue.</p>	<p>A new Internal Communications and Engagement Strategy is completed and implemented.</p> <p>Colleagues feel well informed and understand the Council Plan ambitions and how the values and behaviours enable them to deliver</p> <p>Management feel well informed and regularly cascade key messages to their teams through team meetings. Measured by staff survey (baseline to be set following next survey).</p>	<p>December 2020</p> <p>Incremental increases until April 2024</p>
<p><b>WE WILL MAKE SURE OUR LEADERS EMBODY THE VALUES AND BEHAVIOURS IN EVERYTHING THEY DO</b></p>		
<p>Design and deliver a senior leadership development programme for the council's 1<sup>st</sup> and 2<sup>nd</sup> tier leaders, aligned to the values and aimed at supporting positive role modelling of behaviours in leadership</p>	<p>Course designed and evaluation approach agreed.</p> <p>Positive feedback on the course by participants.</p> <p>360 degree performance reviews confirm all senior leaders visibly demonstrate our values and leadership qualities and a development plan in place for any gaps</p>	<p>Programme to be launched by September 2020</p>
<p>'Watford Leads' development course will build management and leadership skills and confidence amongst all team managers and leaders (3<sup>rd</sup> tier leaders), centred around the values and behaviours</p>	<p>All 3<sup>rd</sup> tier leaders complete course and deliver a specific business improvement project in the workplace.</p> <p>Positive feedback on the course by participants.</p>	<p>First 20 complete programme by December 2020. A further 20 complete by December 2021 and the remainder by December 2022.</p>

Action	Measuring success	By when?
	Colleagues feel supported by their leader - measured by the staff survey (baseline to be set following next survey)	
<b>REWARD THOSE WHO EXEMPLIFY OUR VALUES AND BEHAVIOURS</b>		
We will connect our values and behaviours to the Team Reward Strategy and develop a range of ways to recognise and reward those who champion and exemplify Watford's values and behaviours.	Reward and recognition scheme in place and aligned with newly launched values and behaviours	Spring 2021
<b>EMBED OUR VALUES AND BEHAVIOURS SO THAT THEY ARE "LIVED NOT LAMINATED"</b>		
Embed our Council values and behaviours through workshops and celebrating successes, reaching every single employee; with values included in every process from recruitment through to annual reviews.	<p>Evidence of values being 'lived' in daily behaviours with everyone we deal with – measured by staff survey (baseline to be set following next survey).</p> <p>All performance reviews assess how values are understood and applied.</p> <p>Recruitment of all new staff against values.</p> <p>Internal promotions are recruited against how well they display the values and behaviours.</p>	<p>Incremental increases until April 2024.</p> <p>In place for 2021/22 performance appraisals</p> <p>In place for Leadership Team. Introduce for all recruitment and internal promotions by April 2021.</p>
Review of people policies and processes to reflect desired values and behaviours	<p>Values and behaviours are integral to the employee experience, from recruitment, throughout their employment, through our leadership and management programmes, succession planning, personal development, as well as exiting our organisation</p> <p>Values and behaviours are a live, meaningful part of our performance management process and are discussed in all 1-1s, team meetings etc.</p>	September 2020

Action	Measuring success	By when?
	Our values and behaviours underpin our development of staff and succession planning processes.	April 2021
<p>Review our approach to recognition and reward to make sure that it reflects our values and behaviours. The review will consider both monetary (including the team recognition reward) and non-monetary recognition.</p> <p>Staff Ambassador suggestions to date include:</p> <ul style="list-style-type: none"> <li>• Star of the month</li> <li>• Monetary incentives</li> <li>• Thankyou cards</li> <li>• Compliments board</li> <li>• Publicised recognition</li> </ul>	<p>A coherent recognition and reward scheme is in place that is fair, well understood and respected by everyone, and reflects our culture, values and behaviour.</p> <p>Our staff survey results improve, so that more of our people feel that we celebrate success. Baseline: 37% disagree or don't know whether we are good at celebrating success.</p>	<p>Winter 2020</p> <p>January 2022, statistically significant improvement in results (proposed target: 20%)</p>

### Workforce Theme 3 - An Agile Organisation

Our residents and community are at the heart of what we do. We know that they won't stop needing us at 5pm, or at the weekend and we're working hard to make sure that our services match their needs. We've embarked upon an ambitious customer service journey; automating processes wherever possible and providing a range of channels to access those services. Innovative projects, such as this provide greater scope for flexibility in terms of where, when and how we work.

We are hugely proud of the way our staff responded to the challenges of COVID-19. Our people have demonstrated they can make great things happen, whilst working an array of hours to suit their family and domestic circumstances, across a variety of locations. The evidence shows employees who have the autonomy and control over when, and where, they work are more productive, loyal and less likely to leave. Therefore, we want to bottle and build on the progress we have made and use this to optimise our brand as an outstanding employer.

Our Staff Ambassadors tell us the pandemic has taken our commitment to agile working and progressed it at a speed that we could have only dreamed of. Our staff report an increase in control over how they organise and approach their work and the empowerment of our people to craft their own roles, creates huge opportunity.

We have all benefited from the breaking down of long-standing silos between different parts of the Council during the pandemic. We are committed to taking these new ways of working into the future, and deeply embedding them into Watford's culture. One way to do this is to create innovative practices across teams and departments; to identify project teams based on interest and potential rather than functional job titles and experience. We know that this pledge will help us to retain a talented and committed workforce and allow us to compete as an employer of choice.

Our plan focuses on three main components to agile working:

- a) When and where we work
- b) How we work
- c) The work that we do

With the agile mindset that COVID-19 has accelerated at pace, we will be able to bridge the gap between where we are now and how we need to work in the future, developing new, and sustainable, ways of working whilst managing risk and uncertainty.

Action	Measuring success	By when?
<b>OPTIMISE CHOICE OVER WHEN AND WHERE OUR PEOPLE WORK</b>		
Team based review of processes, learning and ways of working pre-, during and post-crisis.	Each team participates in a simple team reflection session. A focus on what to stop, drop, continue, and re-invigorate, post COVID-19.	July 2020.
Deliberate decisions and actions are taken to retain and embed ways of working that support agility	Each team agrees how they will work going forward, with a formal date for reflection and review.	

Action	Measuring success	By when?
	Plans are shared with Leadership Team and form part post COVID-19 planning.	
Teams and the wider organisation agree what agile working is, and could be, so there is clarity (for example, in future, will 100% homeworking be acceptable for some roles?)	Clarity as to what agile working is, and recognition that “one size does not fit all” in each service – tested through the staff survey.  “Challenge sessions” in LB where leaders can challenge each other, with a view to optimising an agile mind-set (at least every quarter).	Immediate start
Creation of agile champions. Teams, leaders and staff who can share their experiences (this becomes a recognised badge of honour).  Development of organisational case studies in agility to demonstrate the art of the possible in different types of teams.	Publication of case studies (at least every quarter). Reward and recognition of best practice.  Agile can be developed in different ways across different teams, the measurement is in team members feeling that they have some control and autonomy of when, where and how they work, in the context of their department, as measured the staff survey	Winter 2020
<b>DESIGN WAYS OF WORKING THAT CHALLENGE AND FURTHER DEVELOP AN AGILE MINDSET</b>		
People policies (particularly health and safety and flexible working) are reviewed to optimise agile working	Policies reviewed, signed off and publicised.  Flexibility and responsiveness that was demonstrated during crisis is replicated and embedded post-crisis and reflected in our policies.	Autumn 2020
Align our annual review (appraisal) process with our succession planning and staff development approach so that we incorporate our staff’s interests in deepening their understanding in other parts of the council and from this:	Improved feedback of the annual review so that a larger proportion of staff find it meaningful (measured by the staff survey).  Overt link to encouraging a greater understanding and	Spring 2021

Action	Measuring success	By when?
<ul style="list-style-type: none"> <li>Develop a register of interests of individuals who wish to gain exposure or experience in another area</li> <li>Move their career into another department</li> <li>Be considered for a secondment or temporary promotion opportunity</li> </ul>	<p>knowledge of other departments</p> <ul style="list-style-type: none"> <li>Creation of register of interests</li> <li>Numbers of staff provided the opportunity to work on projects in other areas, benchmarked and publicised, increased year on year</li> </ul>	
<p>Re-design and delivery of project teams, where staff are chosen because of their functional role or experience. Instead, there will be a deliberate move to encourage people to work on projects because of their interest and potential</p>	<p>Direct link to leadership development programme.</p> <p>Record take-up of project roles in different areas of the business.</p>	Spring 2021
<p>Creation of opportunities to pilot new approaches to agile working service models and solutions, with clear evaluation criteria</p>	<p>Swift response to new demand tested on small scale, engaging users, gathering insight and learning what will work on a larger scale</p> <p>e.g. digital solutions</p>	Ongoing
<p><b>BREAK DOWN SILOS ACROSS TEAMS</b></p>		
<p>Creation of an annual service roadshow – an opportunity for our staff to show case to each other the work they are doing, and learn more about different parts of the Council</p>	<p>Roadshow takes place, is vibrant, well attended and evaluates well</p>	<p>First roadshow takes place in Summer 2021</p>
<p>Review and re-design of corporate and local induction to reduce silo working and set expectations from the outset, to include:</p> <ul style="list-style-type: none"> <li>Time spent in the CSC, as the face of the Council will be mandatory for all new starters.</li> </ul>	<p>Local induction re-designed to incorporate learning about different parts of the Council.</p> <p>CSC to create and test an approach to welcome new starters and showcase the work that they do.</p> <p>Each service will plan their approach to welcoming new</p>	<p>Work to commence in October 2020.</p>



Action	Measuring success	By when?
<ul style="list-style-type: none"> <li>Each new starter will spend a minimum of two days working directly with at least two teams that their new role will require them to interface with, in the first 12 weeks of their employment.</li> </ul>	<p>staff from different parts of the Council so that the time is well spent, and there are positive evaluations confirming that sessions were informative, and time well spent.</p>	
<p>A commitment that all staff, irrespective of their role or level in the organisation, can spend up to five days per year, working in, or shadowing in another department, to improve their understanding and make important links.</p>	<p>Take up of developmental opportunity to work in another department or team. An opportunity to blog and share their learning and experience, to encourage take up.</p>	<p>Autumn 2020</p>
<p>Creation of “partnership timeouts” where different parts of the Council who are internal customers to each other, can come together, review ways of working and reflect on how the customer transfers seamlessly between teams.</p>	<p>Creation of tool which can be piloted by teams who often interface.</p> <p>Participants report a greater understanding of the work of different teams and departments and have greater insight and awareness of the impact of their work on other teams.</p> <p>Customers report a greater satisfaction with services received.</p>	<p>The tool will be piloted in Autumn 2021 with a view to evaluation and rollout in by Spring 2022.</p>
<p>In recognition that silos take place in hierarchy, as well as across teams, take steps to empower front line teams and individuals to take action and make changes to practices, for the benefit of their customers.</p>	<p>Creation and delivery of OD tools to support leaders to encourage the whole team, irrespective of role or grade to lead innovation and service change (measured by the staff survey).</p> <p>Staff report that they are able to contribute ideas and suggestions for change and take decisions for the benefit of their customers (measured by the staff survey)</p>	<p>Autumn 2020</p>

Action	Measuring success	By when?
<b>SUPPORTING THE DEVELOPMENT OF DIGITAL SKILLS</b>		
Support colleagues to improve their digital skills using a blend of face to face and online channels	<p>Assessment of our workforce digital learning requirements as we roll out digital solutions for our communities.</p> <p>Skills gaps addressed so that staff feel they have the right skills and equipment to do their job well – measured in the staff survey.</p>	<p>Aligned to project roll-out</p> <p>Incremental until April 2024 Benchmark 75%</p>
Creation of a digital mentor programme which buddies up “technophobes with technogeeks” promoting digital and potentially intergenerational learning	Number of successful buddying relationships established.	Initiative launch in Autumn 2020
Creation of “digital champions” clustered around our most popular digital hard and software (such as 8x8). Champions will be available to share their knowledge and learning, informally with colleagues across the Council.	Digital champions established and regularly publicised and supported to help and coach others.	Initiative launched alongside digital mentoring scheme in Autumn 2020.

## Workforce Theme 4 - Performance and Development Management

Investing time in performance and development of staff are fundamental characteristics of successful organisations. It helps us understand our contribution, focuses our day to day work on the commitments in the Council Plan, and identifies what support and development is needed to achieve high performance and supports future career development. Importantly, we want all our staff, irrespective of grade, role or length of service with the Council to know “they are talent”, are empowered to make change and make a difference to the work of their team and to the community they serve.

We need to provide the development solutions that help us to “grow our own” to ensure there is a pipeline of employees wanting to progress within the Council, and that we are well placed to retain our best people and provide them with opportunities to match their ambitions. This strategic approach includes creation of a succession planning approach to build our organisational resilience, reduce the risk in Council-critical roles, and widen the breadth of opportunity available to us in managing our talent.

Knowing how the work we do every day contributes to our strategic commitments is about regular, open and constructive conversations with good quality annual reviews, offering time to focus on what we do best, what difference we made, how we demonstrate our values and behaviours, and what learning and support will help us excel.

Action	Measuring success	By when?
<b>PRIORITISE THE DEVELOPMENT OF ALL OF OUR PEOPLE</b>		
Build in the concept of “everyone is a leader at Watford” into our recruitment and on-boarding programmes, as well as our work with colleagues at all levels of the organisation	Currently, 32% of staff survey respondents feel that they cannot contribute to ideas for improvement / ways to do things differently (and another 3% didn’t know). Success to be measured by a statistically significant improvement in staff survey results.  Support in first line leadership, middle leadership and senior leadership programmes, emphasising the benefits and risks of leadership styles	Incremental progression. Year on year improvement.
Review training and promotion data by workforce profile, so that we can assure ourselves that under-represented groups are both accessing the development required and successfully achieving promotions, in our organisation.	Assurance that under-represented groups access the same level of development and achieve promotion at the same rate as all staff.	Summer 2021

Action	Measuring success	By when?
<p>Launch and integrate our new performance review system, i-perform for regular 1:1 check-ins and annual reviews (appraisal) so that all staff feel it's a worthwhile exercise:</p> <ul style="list-style-type: none"> <li>- Incorporation of interests and passion, as well as career development discussions.</li> <li>- Use the annual review as an opportunity to nurture all talent, irrespective of grade or role</li> <li>- Carefully link the role back to the objectives of the organisation so that everyone understands how they make a difference</li> </ul>	<p>Currently, 18% of our staff feel that the annual review is not of value to them (and a further 8% did not know!). We want our people to look forward and see the value of an annual review. The success will be an improved rating of the quality of the conversation (measured by the staff survey).</p>	<p>Launch i-perform by October 2020 Then incremental progression. Year on year improvement.</p>
<p><b>WE WILL CREATE A STRONG DEVELOPMENT PROCESS</b></p>		
<p>Design and implementation of development programmes linked to succession planning and building organisational resilience</p>	<p>Career pathways and development opportunities to obvious and non-obvious roles for stretch and development</p> <p>Proactive management of individuals to ensure stretch, personal development and improve likelihood of retention</p> <p>Identification of business critical roles, vacancy risk and pipeline prospects for short, medium and long-term</p> <p>Staff Ambassador group and management forums to discuss, benchmark and review current data</p>	<p>To commence in new financial year.</p>

Action	Measuring success	By when?
Revise and refresh our development offering for all staff to facilitate good quality performance management, set clear objectives linked with our Council Plan and reflect how our organisational values are being demonstrated. Need to focus on the WHAT and HOW part of the role	Roll out of refreshed development strategy  100% of staff and managers have completed their annual reviews with clear objectives set and a personal development plan in place	Objectives to be reviewed at half year stage, October 2020. Refreshed development approach by April 2021  Measured Annually and by end June each year.
Support the recruitment and retention of apprentices to the council.	Increase the number of council apprentices.	Incremental each year
Make full use of the apprenticeship levy to support learning and development and career progression.	All funds used. Demonstrable impact of learning for the individual and the organisation.	Incremental each year.
Develop a comprehensive approach to succession planning which incorporates planning for roles which are: <ul style="list-style-type: none"> <li>• hard to fill</li> <li>• business critical (i.e. a potential single point of failure)</li> <li>• have an ageing workforce profile</li> </ul>	Clear succession plans in place for all hard to fill and business critical roles Ensure there are no “Single Points of Failure” within the workforce.	April 2021  September 2020
We will work with partners to explore opportunities to create a comprehensive graduate and / or degree placement programmes, designed to attract and retain high calibre graduates	Successful programme in place with strong feedback from graduates.	September 2021
<b>WE WILL ENCOURAGE AND ACTIVELY DEVELOP OUR ASPIRING LEADERS</b>		
Our new ‘Watford Leads’ development programme will build management skills and confidence amongst all team managers and leaders (3 <sup>rd</sup> tier leaders).	All 3 <sup>rd</sup> tier leaders will complete the course over time. Participants will deliver a specific business improvement project in the workplace.  Positive feedback from participants.	First 20 complete programme by December 2020.  A further 20 complete by December 2021 and the remainder by December 2022.

Action	Measuring success	By when?
	Colleagues feel supported by their management team – measured by the staff survey (baseline to be set following next survey)	
Introduce a 'first steps to leadership' programme to cover the main principles of leadership and Watford's Council policies and processes.	<p>Course designed. Selection and evaluation approach agreed.</p> <p>Aspiring leaders feel supported to develop their career – measured by course evaluation (baseline to be set).</p> <p>Positive feedback from participants.</p> <p>Improved compliance with corporate policies.</p>	<p>Programme launched by April 2021</p> <p>Incremental increases until 2024</p>
<b>WE WILL CREATE AN ENVIABLE PROGRAMME OF LEADERSHIP DEVELOPMENT</b>		
Pilot and roll-out a new leadership competency framework, that is linked to the annual review process	<p>Pilot complete and roll-out commenced.</p> <p>Leaders use feedback to create their personal development plan – measured through performance review scores.</p> <p>Leaders visibly demonstrate the qualities set out in the Framework, measured via regular 1;1 check-in meetings and annual review process.</p> <p>Increased opportunities for secondments and career progression for aspiring leaders – measured by staff survey (baseline to be set).</p>	<p>April 2021</p> <p>April 2021 and ongoing</p> <p>Incremental each year</p> <p>April 2021 and incremental increases.</p>
Support leaders to link workforce and succession planning – forecasting the type and number of roles and skills needed for the future and create learning and development plans to support their team development.	<p>All leaders received appropriate training tools and support to complete their workforce plans.</p> <p>All services have a workforce plan in place, aligned to the annual business planning cycle.</p>	<p>February 2021</p> <p>April 2021</p> <p>April 2021</p>

## Appendix 1 – The information we have used to inform our OD Strategy and Delivery Plan

### OUR PEOPLE

Understanding our staff is key to our OD being focused on what matters to you and what will support you develop or grow. We serve a diverse community, with residents of many backgrounds, ages and interests. Our ambition is to encourage and support a similar diversity across our workforce and teams, recognising the importance of attracting new talent into a career in local government, alongside nurturing our own people and supporting career progression.

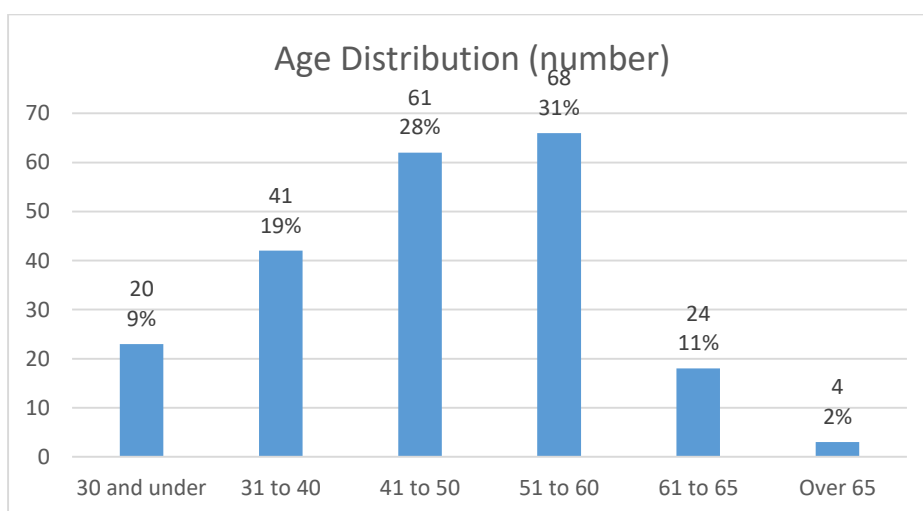
We are committed to championing equality of opportunity for all our staff – we want to recruit and retain the very best for Watford and know that embedding equalities in a way that is meaningful and delivers real results is critical to our success.

**The following set of statistics are taken from the Watford Borough Council workforce monitoring report 2020.**

### OUR AGE PROFILE

Like many part of the public sector and local government, we have an age profile skewed towards 41 to 60 years old (59%), with just under 30% age 40 or under.

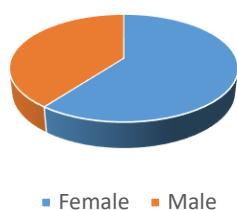
We recognise there is a tremendous amount of knowledge and experience within our older age profile, which makes succession planning and ‘growing our own’ so essential to our future success



### OUR GENDER PROFILE

Currently, we have a higher number of women (59%) than men (41%) working for us, with the proportion of men and women relatively evenly distributed across all grades and role profiles. We have recently added non-binary to our gender profile or an option for people to tell us about their sex in a way that they prefer and reflects who they are and we intend to report on the results in our next workforce report for 2020/21.

## Gender Profile



## OUR ETHNIC PROFILE

As a diverse town we strive for our workforce to reflect the communities we serve. Whilst our staff come from varied backgrounds and ethnicities, we would welcome an even greater representation of our community within our workforce. The table bellows shows the ethnicity split of our workforce as included within the workforce statistics for 2019/20. In our recent staff survey, just over three quarters (78%) staff classified themselves as white – English / Welsh / Scottish / Northern Irish / British. The next highest categories were Asian or Asian British – Indian (6%) and Black Caribbean (3%).

Ethnic Origin Description	% of Employees 2019/20	% of Employees 2018/19	% of local population (Census 2011)
Asian British: Bangladeshi	0.46%	0.45%	0.40%
Asian British: Indian	6.42%	5.91%	5.50%
Asian British: Other	0.92%	0.91%	4.40%
Asian British: Pakistani	0.46%	0.45%	6.70%
Black British: African	1.83%	1.82%	3.50%
Black British: Caribbean	0.46%	0.45%	1.70%
Black British: Other	1.38%	1.36%	0.60%
Mixed: White & Black Caribbean	0.92%	0.91%	3.40%
Other Ethnic Group	0.00%	0.00%	0.00%
White: British	40.37%	42.27%	61.90%
White: Irish	2.75%	2.27%	2.30%
White: Other	3.67%	3.18%	7.70%
Prefer not to say / not stated	40.37%	40.00%	0.00%

## OUR DISABILITY PROFILE

Having a disability should not be a barrier to working at Watford nor should anyone feel any concern about raising their specific needs so they can succeed and excel in their role. We will strive to be a 'disability confident' employer within the next 6 months and are fully committed to living up to this standard

The information held within our HR system can only reflect the details submitted by staff and unfortunately 164 people (75%) choose not to state if they have a disability or not. In our recent staff survey 2020 just 8% (12 people) stated they had a disability that limited them a little. As we shape our future culture and values with you as part of this OD plan, we want to make sure that part of who we are



is as a place where people with disabilities recognise Watford as a supportive place to work and progress their careers.

#### **OUR SEXUAL ORIENTATION PROFILE**

Watford is a safe place for our staff, where we want people to be at their best and, where if they choose to, share their home life and personal experiences. We foster an open and caring culture and, whilst we know people may want to keep their sexual orientation as a private matter, we celebrate sexual diversity and pride. However, over 59% of staff have not stated their sexual orientation on the HR system and we would like to reduce that number if possible. We will work with you to explain why these details are important, that they will not impact negatively on your working experience with Watford and encourage more of you to be confident to disclose these details.

## WHAT YOU HAVE TOLD US ABOUT WORKING AT WATFORD

Your experience of working at Watford is critical to our organisational development journey. We have a number of ways your voice can be heard and for you to share your views. These include: staff forums (like our newly created Staff Ambassadors Group, comprising a cross section of colleagues from different departments and at different stages of their career), feedback to the Managing Director and your line managers, our 'ask the MD' feature on the intranet and regular staff surveys. Your voice really matters at Watford, shaping our plans and driving us forward to continue to deliver outstanding services for our town.

### Staff Survey 2020

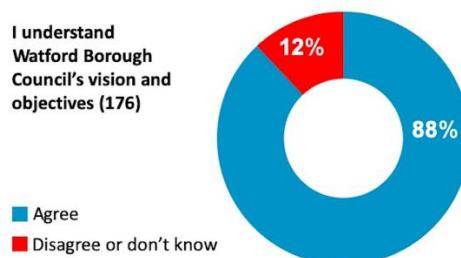
You showed great support for our last staff survey with 166 staff responding to the survey and 27 staff taking part in more in-depth discussions. This is really positive and means we have valuable insight into your views – what you think the council does well, what we should continue doing and where we need to improve.

Here we pick up on a few highlights from the most recent staff survey, allowing us to home in on successful areas that we continue to build on alongside areas where we know we need to improve.

### Understanding the bigger picture

Knowing how your hard work and effort plays its parts in the Council's success is a fundamental part of why we feel motivated to come to work each day. Understanding how our achievements have contributed to the bigger picture is vital to us working together as one team and to ensuring we know that we have made a difference to the lives of Watford residents and community.

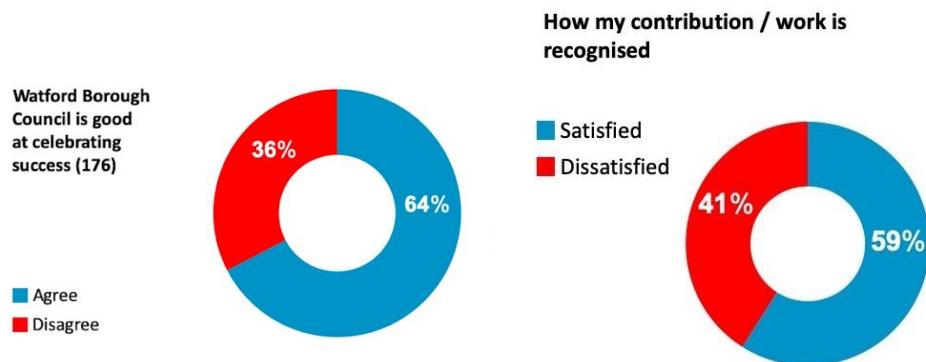
It was great that so many of you felt a real connection with the Council's vision and objective but, with the new Council Plan, we need to make sure we can achieve this level of understanding about our new ambitions and strategic direction. We are grateful to our Staff Ambassadors who have helped us shape our new plan and demonstrated that the appetite for change and new ways of working is alive and well in Watford.



## Contributing to success

Your feedback tells us that we need to do more to acknowledge your work and effort and making sure we celebrate success together. This could be for you as an individual, where your performance has gone above and beyond, your team or for the council overall. Taking forward the knowledge of a job well done into our next piece of work, spurs us on and challenges us to achieve more so it is vitally important for us to get this right for you.

## Valuing Your Contributions

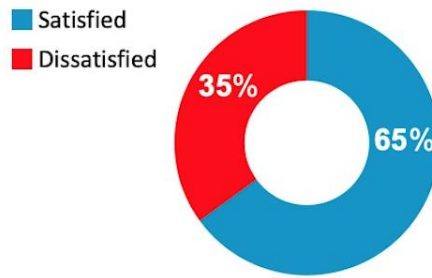


## Innovating and inspiring

We want Watford to think bigger and we need your ideas and new ways of doing things to be our inspiration. You may have a great idea that is nothing to do with your area of work – we want to hear it – or have seen something exciting that is being tried elsewhere – tell us about it! The best ideas are generated by everyone feeling empowered to share and put forward suggestion; they are not dependent on your role, grade or background. Together we can really make big, and better, differences to how we work and to the town we serve.

Shaping a new strong set of values and behaviours is just one example of where we will join our creative forces together.

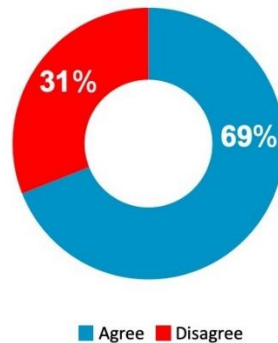
**Opportunities to contribute ideas  
for improvement / ways to do  
things differently**



**Keeping healthy and feeling strong**

Your good physical and mental health are so important and form a fundamental part of this OD plan. Whilst most of you (82%) felt you could manage your workload, this was before COVID-19 where we have all been stretched and working in circumstances that have been challenging both physically and mentally. Looking forward, supporting your health, happiness and resilience remains a priority and, through this plan, we will build on our 'Watford Health and You' programme to support you.

**The council is committed to staff  
health and wellbeing**



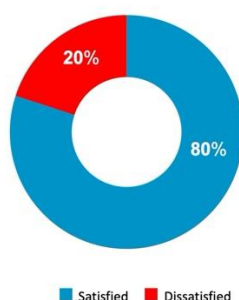
## Working Flexibly

COVID-19 brought home to all of us what flexible working really means. Whilst most of us were happy with flexible working opportunities as they stood at the start of 2020 (80%), since then we have seen an exponential increase in our agile working and we recognise the exciting opportunities that we now have for flexibility in working times and places. We will champion those who pioneer future flexible ways of working, will seek out further innovations in our working practices and ensure you have the digital skills necessary to optimise the technology available to us.

Agile working is another vital part of this OD plan with Theme 2 dedicated to what this means for Watford.

### How satisfied our colleagues are with opportunities for flexible working

(please note this relates to the pre-Covid-19 working practices):

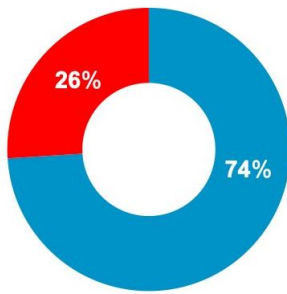


## Managing you better

Your relationships with your manager and team are important to you and critical to how we build our 'one Watford team' culture. We know you value one-to-one and team meetings and will foster even stronger links across the council to strengthen how we work together. We will improve your annual review so that they are meaningful and provide the direction you need to get your job done. Not only will they be tightly aligned to our ambitions, they will focus on opportunities for your development and fulfilment at work.

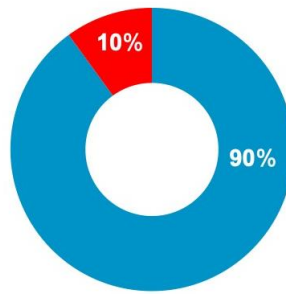
## Your feedback on your manager

An annual review with my manager is of value to me



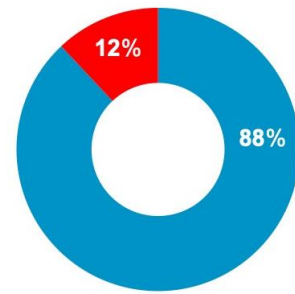
■ Agree ■ Disagree

Team meetings are of value to me



■ Agree ■ Disagree

One-to-one meetings are of value to me



■ Agree ■ Disagree