

## **Watford Borough Council Organisational Development Strategy**

### **Progress Update**

#### **Theme 1 – Workforce Health and Wellbeing**

##### **Key Achievements over this period**

- Pilot on-line wellbeing questionnaire (Wellbeing with Cari) trialled with Community Protection and followed up with 1:1 personal coaching sessions.
- Wellbeing with Cari service rolled out to all employees as a method of reviewing wellbeing.
- Regular communication with staff on Wellbeing initiatives.
- All people managers have received training to give them information about spotting signs of Mental Health issues amongst employees.
- Access given to all staff to a video library containing short films of how to improve your health in the workplace.
- Meetings to discuss common issues have taken place with Mental Health First Aiders.
- Additional Mental Health first Aiders have been recruited and trained.
- ‘Time to Talk’ initiative rolled out to all staff, pairing colleagues together to connect in a way that has not been possible since the pandemic started.

##### **Theme BRAG Analysis**

<b>BRAG rating</b>	<b>Key</b>	<b>Total number in theme</b>
	Completed / Ongoing	3
	On track	9
	Planning underway	0
	Delayed / Unknown	0
	Delivery re-profiled as a result of external influences	1
<b>Total</b>		<b>13</b>

<b>COMMITMENT</b> Focus on tackling stigma associated with mental health		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Take steps to improve the number of managers who feel confident to spot the early warning signs of mental health and have the skills to manage those conversations	All managers to be trained in how to spot signs of mental health issues with Remploy providing relevant training course which will consist of 2 x 2hr on-line face to face group training.	By 21 March 2021	Completed	Majority of managers have now attended specialist training. Mop-up exercise to determine need for additional course.
Mental health first aid training for colleagues, enabling them to spot the signs and offer support.	Mental Health First Aiders to be accessible.	By 1 March 2021	On track	On-line e-learning courses available to all staff together with an online consulting tool - CARI Wellbeing which is an on-line wellbeing assessment that personalises feedback and points to the correct intervention. Additional volunteers for MHFA received and training to be arranged.
Tackle stigma around mental health issues or declaring a disability by encouraging open conversations	Increase awareness of policies and use of on-line material to ensure staff have knowledge to recognise when help is required.	By 1 December 2020	Completed and Ongoing	We will liaise with Mental Health Champions and First Aiders to recognise the individual needs of employees who may be reluctant to share concerns. Regular an ongoing communication relating to mental health issued and planned. Intranet contains a wealth of information to support all staff.
<b>COMMITMENT</b> Support personal and professional growth in health subjects		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Continue to grow and develop "Watford Health and You" resources.	Intranet pages to be updated with information on a regular basis.	By 1 September 2022	On track	The intranet information is reviewed on a monthly basis and updates added for staff.

<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>Identify e-learning opportunities and ensure they are advertised and accessible via the i-Learn platform</p>	<p>By 1 September 2021</p>	<p>On track</p>	<p>New resources are constantly being identified and added to our library accessible through the intranet. Communications sent out to staff regarding the new material available.</p>
<p>Use focus groups to develop a health and wellbeing programme – with access to a number of health and improvement areas.</p>	<p>Design and Launch a programme with feedback from group Ensure there is resilience and a feeling of wellbeing amongst staff, as measured by Wellbeing Survey Increased staff satisfaction and motivation as measured by staff survey</p>	<p>By 1 September 2021</p>	<p>On track</p>	<p>Mental Health First Aiders and Champions group established and meeting on a monthly basis to discuss wellbeing issues and help identify trends which are then reviewed by the Leadership Board and fed through to Management Group.</p>
<p><b>COMMITMENT</b> Ensure our occupational health and employee assistance offering is high quality and accessible to all</p>		<p>Key Milestones</p>	<p>'RAG' Rating</p>	<p>Update</p>
<p>Continued promotion of the benefits of the Employee Assistance Programme and Occupational Health services.</p>	<p>Regular ongoing communication to take place to ensure all staff are aware of external support that is available.</p>	<p>By 1 April 2023</p>	<p>On track</p>	<p>Intranet resources are regularly updated and communication for staff pointing to these resources.</p>
<p><b>COMMITMENT</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</p>		<p>Key Milestones</p>	<p>'RAG' Rating</p>	<p>Update</p>
<p>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.</p>	<p>Develop a process whereby employees have an opportunity to review the effectiveness of their role so that they can learn how to identify improvements and any new skills required</p>	<p>By 1 July 2021</p>	<p>Delivery re-profiled</p>	<p>Work to be fully scoped so that it also links in with Values and Behaviours project.</p>

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	Key competencies to be identified and incorporated into updated Leadership Programme	By 1 October 2021	On track	Input required from Values and Behaviours project to ensure a joined up approach.
Support teams to regularly pause and reflect on their work. Discussions should be around how to optimise team effectiveness and create a psychologically safe workspace	Develop a pro-forma to be used in team discussion to identify team successes and process improvement opportunities.	By 1 April 2021	On track	Focus groups using managers and Staff Ambassadors to be created to input into the pro forma and contribute other ideas and suggestions for the delivery of this objective.
<b>COMMITMENT</b> Champion physical health		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Adopt Public Health England workplace health standards and refresh our HR policies.	Review policies and procedures to ensure they are compliant with standards Ensure managers are confident in the support they can give their teams Benchmark or standards against other organisations	By 1 April 2022	On track	Policies regularly reviewed and interim policies, to reflect the covid-19 situation are introduced, for example interim Smarter Working policy. Policies will also be compared to PHE standards to identify gaps and improvements required.
Evaluation of pilot health check programme (environmental health)	Gain feedback from provider on common issues that need to be addressed	By 1 April 2021	On track	Pilot took place in June 2020 with approx. 50% take up by staff. Benefits to be re-evaluated after 6 months and reported in January 21
Rollout of health check programme across the wider council	Collate and analyse anonymised data from system to identify any trends.	By 1 April 2021	Completed and ongoing	'Wellbeing with CARI' rolled out to all staff in July 2020. Links to assessment have been added to all Mental Health and Wellbeing newsletters.

## **Theme 2 – An Organisation Driven by Values and Behaviours**

This part of the plan was put on hold whilst there were ongoing discussions regarding the imminent implementation of Local Government Reform to Hertfordshire. Further information has now been shared by the Government and it is now unlikely that there will be any changes for the next few years so it is intended that this part of the Delivery plan will be re-profiled and new delivery dates agreed. Executive / Group Head Assistant assigned to support the work on values and behaviours and re-scoping exercise and re-assessment of delivery dates to take place in January 2021, with delivery anticipated to start within the next 3 months. This work will be linked to the Leadership Team development work and the overall Council Plan and associated deliverables to ensure that it supports the successfully delivery of our commitments. The Staff Ambassadors Group, Management Group and other staff representatives will feed into the work.

Milestones and detailed progress update will be available as part of the next quarterly report to Cabinet.

### Theme 3 – Become an Agile Organisation

#### Key Achievements over this period

- A scoping document has been produced and additional resources have recently been allocated to this project which will be linked to the Transformational Culture project within the Town Hall Quarter programme, approved by Cabinet on 18 January 2021, to ensure alignment across the council. The Executive / Group Head Assistant will provide further capacity in this area, working closely with the council's Transformation Manager to provide input from a senior management perspective, linking the strategic initiatives with day-to-day changes and relay the impact of this on the ground with staff.
- Agreement in principle from CSC to host new starters as part of a refreshed induction process but Covid-19 rules resulting in home working may restrict some activities.
- Interim Smarter Working (Agile) policy introduced. Other policies have already been reviewed updated and published. Remaining policies that need to be reviewed have been identified and an action plan for review in place.
- i-perform launched 1 October as new check-in (1:1 meetings) and annual review platform. This will incorporate development discussions and a section for recording skills to kick start the central database of staff skills and abilities.

#### Theme BRAG Analysis

BRAG rating	Key	Total number in theme
	Completed / Ongoing	0
	On track	11
	Planning underway	5
	Delayed / Unknown	0
	Delivery re-profiled as a result of external influences	1
<b>Total</b>		<b>17</b>

<b>COMMITMENT</b> Optimise choice over when and where our people work		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Team based review of processes, learning and ways of working pre-, during and post-crisis.	Each team agrees how they will work going forward, with a formal date for reflection and review.	By 31 July 2021	Planning underway	The current Covid-19 pandemic has resulted in the majority of staff working remotely for an indefinite period. This work will be reviewed to coordinate with return to work and is now incorporated into the Transformational Change project, part of the Town Hall Quarter programme.
Deliberate decisions and actions are taken to retain and embed ways of working that support agility	Each team participates in a simple team reflection session. A focus on what to stop, drop, continue, and re-invigorate, post COVID-19	By 1 October 2021	Planning underway	Flexible working is in place with staff working at home to suit their own personal situations. Managers are checking in with staff and ensuring key activities continue but little time is available to develop longer term plans This work will be reviewed to coordinate with return to work and is now incorporated into the Transformational Change project, part of the Town Hall Quarter programme.
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).	By 1 December 2021	Planning underway	Project underway to identify how we will define an Agile environment and the activities required to get there. End date to be reviewed as project start date delayed due to Covid. This will be linked to the Town Hall Quarter programme work which seeks to define the ongoing culture of the organisation. This work will be reviewed to coordinate with return to work and is

				now incorporated into the Transformational Change project, part of the Town Hall Quarter programme.
Creation of agile champions. Teams, leaders and staff who can share their experiences (this becomes a recognised badge of honour).	Publication of case studies (at least every quarter). Reward and recognition of best practice.	By 31 July 2021	Planning underway	This work will be reviewed to coordinate with return to work and is now incorporated into the Transformational Change project, part of the Town Hall Quarter programme.
Development of organisational case studies in agility to demonstrate the art of the possible in different types of teams.	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	By 31 July 2021	Planning underway	This work will be reviewed to coordinate with return to work and is now incorporated into the Transformational Change project, part of the Town Hall Quarter programme.
<b>COMMITMENT</b> Design ways of working that challenge and further develop an agile mind-set		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</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.	By 31 March 2021	On track	Interim Smarter Working (Agile) policy introduced. Other policies have already been reviewed updated and published. Remaining policies that need to be reviewed have been identified and an action plan for review in place.
Align our annual review (appraisal) process with our succession planning and staff development approach	Incorporate our staff's interests in deepening their understanding of other parts of the council and from this: <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> </ul>	By 31 March 2021	On track	Line managers to discuss and record as part of their regular catch up sessions. HR to build a database of individuals' interest and to contact relevant managers with opportunities required and available



	<ul style="list-style-type: none"> <li>• Be considered for a secondment or temporary promotion opportunity</li> </ul>			
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.	Establish a direct link to a new Leadership Development programme. This will result in a record take-up of project roles in different areas of the business.	By 31 March 2021	On track	i-perform launched 1 October as new check-in (1:1 meetings) and annual review platform. This will incorporate development discussions and a section for recording skills to kick start the central database of staff skills and abilities.
Creation of opportunities to pilot new approaches to agile working service models and solutions, with clear evaluation criteria	There will be a swift response to new demand. We will initially test on small scale, engaging users, gathering insight and learning what will work on a larger scale e.g. possible focus on digital solutions	By 31 March 2021	On track	Bi-monthly Team reflection exercises to identify and test opportunities to change processes that increase productivity.
<b>COMMITMENT</b> Supporting the development of digital		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Support colleagues to improve their digital skills using a blend of face to face and online channels	Assessment of our workforce digital learning requirements as we roll out digital solutions for our communities.	By 1 August 2021	On track	Develop a programme of courses that will increase awareness and use of digital technologies
Creation of a digital mentor programme which buddies up "technophobes with techno geeks" promoting digital and potentially intergenerational learning	Number of successful buddying relationships established.	By 31 March 2021	On track	Through i-Perform process identify experts in their field and encourage them to become mentors for those developing in their roles.
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,	Digital champions established and regularly publicised and supported to help and coach others.	By 31 March 2021	On track	Identify champions in their specialist areas and publicise their availability to help those in need of increasing their knowledge and confidence.

informally with colleagues across the Council.				
<b>COMMITMENT</b> Break down silos across teams		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
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	Roadshow takes place, is vibrant, well attended and evaluates well	By 1 January 2022	Delivery re-profiled	The Roadshow concept (which is usually face to face) needs to be reviewed to take into account the current restrictions placed upon us by the Covid-19 pandemic.
Review and re-design of corporate and local induction to reduce silo working and set expectations from the outset, to include:	Time spent in the CSC, as the face of the Council will be mandatory for all new starters. 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.	By 31 March 2021	On track	Agreement in principle from CSC to host new starters but Covid-19 rules resulting in home working may restrict some activities.
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.	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.	1 April 2021	On track	Pro-forma to be designed and distributed to all department managers to identify work shadowing opportunities in their direct area. Details of all opportunities to be shared on intranet so that managers can arrange.
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.	Creation of tool which can be used by teams who often interface to identify process improvements. Participants will gain 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.	By 1 September 2021	On track	Tool to be developed at start of new year to reflect the working arrangements in force at the time.

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.	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?). Staff should contribute ideas and suggestions for change and take decisions for the benefit of their customers.	By 1 September 2021	On track	Tool to be developed at start of new year to reflect the working arrangements in force at the time.
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## Theme 4 – Performance and Staff Development

### Key Achievements over this period

- Roll out of i-Perform, a new, bespoke and more flexible performance development system, which will help with the staff performance review.
- Recruitment of Executive/Group Head Assistant has completed with two people taking up their roles in Nov 2020 and the remaining two at the start of the 2021 financial year.
- Agreement in principle to recruit up to 6 apprentices across the council. New restrictions on office working due to Covid-19 have been considered and it is expected that recruitment will commence in July for a September start.
- Redeployment in place for key roles and areas that are affected by Covid-19 and ongoing restrictions.
- Leadership development has taken place, mainly remotely, with follow up sessions planned. To be reviewed for Heads of Service in early 2021 together with output from Theme 2 - Values and Behaviours project.

### Theme BRAG Analysis

BRAG rating	Key	Total number in theme
	Completed / Ongoing	0
	On track	14
	Planning underway	0
	Delayed / Unknown	0
	Delivery re-profiled as a result of external influences	0
<b>Total</b>		<b>14</b>

COMMITMENT		Key Milestones	'RAG' Rating	Update
We will create a strong development process				
Design and implementation of development programmes linked	Proactive management of individuals to ensure stretch, personal development and improve likelihood of retention	By 31 October 2021	On track	The new Leadership programme will also have links to the values and behaviours expected. The recruitment of

to succession planning and building organisational resilience	Identification of business critical roles, vacancy risk and pipeline prospects for short, medium and long-term Staff Ambassador group and management forums to discuss, benchmark and review current data			Executive/Group Head Assistant has completed with two people taking up their roles in Nov 2020 and the remaining two at the start of the 2021 financial year.
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 approach  100% of staff and managers have completed their annual reviews with clear objectives set and a personal development plan in place	By 1 April 2021	On track	Launch of new i-Perform system will support the identification of development areas for staff and support the introduction of clear objectives, regularly reviewed within the i-perform platform. The HOW part will also link with the development of new values and behaviours – how we expect staff to behave.
Support the recruitment and retention of apprentices to the council.	Increase the number of council apprentices.	By 1 October 2021	On track	Agreement in principle to recruit up to 6 apprentices across the council. New restrictions on office working due to Covid-19 have been considered and it is expected that recruitment will commence in July for a September start.
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.	Review by 1 April 2021	On track	Subject to the above we are on-target to make full use of the Levy
Develop a comprehensive approach to succession planning which incorporates planning for roles which are: Hard to Fill Business Critical (i.e. a potential	Identification of all “single points of failure” roles will be a starting point to prioritise development needs. HR to create a central list so that risks can be identified.	By 1 April 2021	On track	Pro-forma developed that will enable HR Business Partners to collect information from relevant line managers.

single point of failure) Have an ageing workforce profile				
HRBP's to hold information of who can step into each role at short notice.	Ensure there are no "Single Points of Failure" within the workforce.	31 March 2021	On track	Work has commenced on this area and areas where staff will be required to be redeployed is underway. Redeployment in place for key roles and areas that are affected by Covid-19 and ongoing restrictions. Additional information to be collected by 31 March 2021
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.	By 1 <sup>st</sup> September 2021	On track	Partner with LGA to join their 2021 NGDP (national graduate development programme). Initial expression of interest to be submitted and final decision on inclusion required before 31 March 2021.
<b>COMMITMENT</b> Prioritise the development of all of our people		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</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 that lead to constant improvement.	By 1 August 2022	On track	When launched, the new Leadership programme will contain a module on Continuous Process Improvement to highlight that everyone can contribute to improvements. (See commitment above to develop a strong development process). This will also link to the wider continuous improvement programme developed through the Customer Experience Strategy (see Delivery Plan update) Induction programme being updated to include session on looking into process and service improvements.

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.	By 1 August 2022	On track	New HR system (that will become live by April 2021) will contain updated information on the characteristics of the workforce. This will enable detailed analysis of where to highlight development opportunities to individuals.
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: - Incorporation of interests and passion, as well as career development discussions. - Use the annual review as an opportunity to nurture all talent, irrespective of grade or role - Carefully link the role back to the objectives of the organisation so that everyone understands how they make a difference	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).	By 1 October 2021	On track	New i-Perform system launched 1 October 2020 and is available to all staff. Regular reviews will take place to determine its effectiveness. Information on interests will be collected to link in with the development of agile mind-sets (see 2nd commitment in theme 3).  The new i-Perform process specifically links personal objectives to that of the organisation. We will be reviewing outputs every quarter to ensure the collected information is relevant.
<b>COMMITMENT</b> We will encourage and actively develop our aspiring leaders		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Our new 'Watford Leads' development programme will build management skills and confidence amongst all team managers and leaders (3rd tier managers).	All 3rd tier managers will complete the course over time. Participants will deliver a specific business improvement project in the workplace. All events to have a cross section of departments represented. Positive feedback from participants.	By 1 December 2021	On track	While the planning of programme is underway and ideas for holding remotely are considered, the impact of covid must be taken into account. Will be reviewed in early/mid 2021 to determine if face to face courses will be possible.

	Colleagues feel supported by their manager – 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.	Course designed. Selection and evaluation approach agreed. Aspiring leaders feel supported to develop their career – measured by course evaluation (baseline to be set). Positive feedback from participants. Improved compliance with corporate policies.	By 1 April 2021	On track	Leadership development has taken place, mainly remotely, with follow up sessions planned. To be reviewed for Heads of Service in early 2021 together with output from Theme 2 - Values and Behaviours project.
<b>COMMITMENT</b> We will create an enviable programme of leadership development		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Pilot and roll -out a new leadership competency framework, that is linked to the annual review process	Managers use feedback to create their personal development plan – measured through performance review scores. Managers visibly demonstrate the qualities set out in the Framework, measured via regular 1; 1 check-in meetings and annual review process. Increased opportunities for secondments and career progression for aspiring leaders – measured by staff survey (baseline to be set)	By 1 April 2021	On track	Pilot complete and roll-out commenced.
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.	All leaders received appropriate training tools and support to complete their workforce plans. All services have a workforce plan in place, aligned to the annual business planning cycle.	By 1 April 2021	On track	Review workforce plan with leaders to ensure appropriate individual development plans are in place to satisfy future needs.