Watford Borough Council Organisational Development Strategy

Progress Update

Theme 1 – Workforce Health and Wellbeing

Key Achievements over last 3 months

- The Watford Health and You programme was shortlisted for an award from the (RSPH) Royal Society for Public Health.
- A successful bid for a government grant, via Hertfordshire County Council, of £18,000, to help prevent Workplace Burnout, has been completed.

Theme BRAG Analysis

BRAG rating	Key	Total number in theme
	Completed	8
	On track	2
	Planning underway	0
	Delayed / Unknown	0
	Delivery reviewed as a result of external influences	3
Total		**13**

COMMITMENT Focus on tackling stigma associated with mental health		Key Milestones	'RAG' Rating	Update
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	7 dates were arranged in November / December 2020 with the majority of managers having attended specialist training by January 2021. Since then further sessions have been held and future sessions will be

				arranged subject to demand and sufficient numbers attending.
Mental health first aid training for colleagues, enabling them to spot the signs and offer support.	Mental Health First Aiders (MHFA) to be accessible.	By 1 March 2021	Completed but as new MHFAs appointed additional training will be given	On-line e-learning courses available to all staff together with an online consulting tool. Additional volunteers for MHFA have been identified, signed up and received training. Further support for staff is available through Remploy and the staff intranet updated with details.
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	Regular and ongoing communication relating to mental health issued and planned. Intranet contains a wealth of information which is regularly updated. Additional funding received from government and our Mental Health Champions are in the process of reviewing different options. We will continue to liaise with Mental Health Champions and First Aiders to recognise the individual needs of employees who may be reluctant to share concerns.
COMMITMENT Support personal and professional growth in health subjects		**Key Milestones**	'RAG' Rating	**Update**
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	Completed and Ongoing	The intranet information is reviewed on a monthly basis and updates added for staff.

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. - Factors affecting wellbeing at work (control and autonomy) - Food, sleep and exercise - Financial health	Identify e-learning opportunities and ensure they are advertised and accessible via the i-Learn platform	By 1 September 2021	Completed and Ongoing	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.
Use focus groups to develop a health and wellbeing programme – with access to a number of health and improvement areas.	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	By 1 Sept 2021 and Ongoing	On track	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. The group continue to meet regularly and provide feedback on initiatives. Grant received via Government to spend on mental wellbeing. Activities to include resilience training, mental health first aid (new and refresher courses) and support for managers to spot signs of mental health concerns.
COMMITMENT Ensure our occupational health and employee assistance offering is high quality and accessible to all		**Key Milestones**	**'RAG' Rating**	**Update**
Continued promotion of the benefits of the Employee Assistance Programme and Occupational Health services.	Regular ongoing communication to take place to ensure all staff are aware of external support that is available.	By 1 April 2023	Completed and Ongoing	Intranet resources are regularly updated and communication for staff pointing to these resources.

COMMITMENT Craft great roles where our people feel in control over the best way to deliver their work and feel well supported to do so	Key Milestones	'RAG' Rating	Update
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. In this context Job Crafting is linked to leadership development to help employees to think through productivity enhancement and flow of work to team members, recognising that the job might be the same, but that people might approach the task in very different ways - in its simplest form, some people prefer to work early, and other prefer to work late	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	By 1 July 2021 **(Likely to be completed during March 2022 to align with Values and Behaviours sub-section)**	Delivery Reviewed	Work to be fully scoped so that it also links in with Values and Behaviours project which is due to commence in March 2022. Leadership Development programmes to include sessions on productivity and improvement. Agile training being rolled out includes the need to focus on outputs and optimisation of work flow.
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 **(Likely to be completed during March 2022 to align with above)**	Delivery Reviewed	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. 8/1/21 Staff Ambassador Group to review in first instance	By 1 July 2021 **(Likely to be completed during March 2022 to align with above)**	Delivery Reviewed	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. The delivery has been reviewed to align with the Values and Behaviours work which will commence in March 2022. This element of the Strategy will be included within the Values and

				Behaviours part of the project and therefore included in 2022 design and implementation.
COMMITMENT Champion physical health		**Key Milestones**	**'RAG' Rating**	**Update**
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 and on going	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 Public Health England standards to identify gaps and improvements required. H&S Specialist at HCC contacted to advise on alignment with Agile principles.
Evaluation of pilot health check programme (environmental health)	Gain feedback from provider on common issues that need to be addressed	By 1 July 2021	Completed	Pilot took place in June 2020 with approx. 50% take up by staff. Whilst some elements were positive, overall feedback indicated this was not an approach for Watford to take forward currently.
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	'Wellbeing with CARI' rolled out to all staff in July 2020. Links to assessment have been added to all Mental Health and Wellbeing newsletters. Whilst CARI had some benefits, overall the feedback from staff was limited and, with other support in place, we are not taking the initiative forward.

Theme 2 – An Organisation Driven by Values and Behaviours

This part of the plan was put on hold due to the impacts of Covid-19 during 2020 and 2021 and the initiation of the Reimagining Watford project, which is linking key strands of agile working, new ways of working and values and behaviours. d. Values and Behaviours work was due to commence in October 2021 with a completion date of April 2022. Although activities re-started in October 2021, the development session planned for 21 December was postponed due to new Plan B Working from Home guidelines. It is still planned to run this with the Leadership Team in January. This initial workshop is to agree the high level process for the Values and Behaviours workshops to be rolled out across the organisation.

Theme 3 – Become an Agile Organisation

Key Achievements over last 3 months

Note - This theme is interlinked with the Reimagining Watford project which is underway. Key outputs from the project are known but as they evolve they will also link in with the actions required within this theme.

- Pathfinder group now set up who have worked with teams to agree how Agile Charters will be developed. Initial training for Pathfinders completed.
- The office environment is being re-designed and it is anticipated that employees will be returning to this in late Spring 2022, subject to evolving Covid- 19 guidelines
- All teams completed their Agile Team Charters by the end of December 2021, although the reintroduction of working from home guidelines did impact the ability for some teams to get together

Theme BRAG Analysis

BRAG rating	Key	Total number in theme
	Completed	4
	On track	2
	Planning underway	2
	Delayed / Unknown	0
	Delivery reviewed as a result of external influences	9
Total		**17**

COMMITMENT Optimise choice over when and where our people work		Key Milestones	'RAG' Rating	Update
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 2020 **New Target Dec 2021**	Completed	The Covid-19 pandemic resulted in the majority of staff working remotely rather than be office based. However, planning is now underway for a return to the office, in a different way of working and this objective will link

				closely to the work underway regarding agile working. Agile Charters have now been developed by all service areas.
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 2020 **New Target 31 Dec 2021**	Completed	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. Agile working plans are well underway and this objective will have close links to that project and Reimagining Watford. This has been formalised as part of the Agile Charters.
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 2020 **New Target Dec 2021**	Completed	Project underway to identify how we will define an agile environment and the activities required to get there. Definition has now been completed and communications sent to all teams. This has been formalised in each teams Agile Charter
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 January 2021 **New Target March 2022**	Delivery Reviewed	Delivery dates to be reviewed as project start-up has been delayed due to Covid. However, our Agile Pathfinders are now in place and facilitation training was held in September 2021. Pathfinders have all had their training to support Agile Team Charters. Managers have also

				received specific training of managing teams in an Agile Environment. There remains a need to obtain and publish case studies.
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 January 2021 **New Target date 31 January 2022**	Delivery Reviewed	Delivery dates to be reviewed as project start-up has been delayed due to Covid. However, we are in the process of reviewing case studies from other organisations to help inform our hybrid working approach.
COMMITMENT Design ways of working that challenge and further develop an agile mind-set		**Key Milestones**	**'RAG' Rating**	**Update**
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	Completed	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: • Develop a register of interests of individuals who wish to gain exposure or experience in another area	By 31 March 2021 **Full reporting to be in place by 31 March 2022**	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 i-Perform is now live and usage is increasing. Section 6 of this is devoted

Commitment	Key Milestones	Date	'RAG' Rating	Update
	• Be considered for a secondment or temporary promotion opportunity			to Career Aspirations and reports taken from the system will give a snapshot of interest. Secondment opportunities have already been identified. Coaching being provided to Executive and Group Head Assistants and others.
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 Full implementation **now likely by end March 2022**	Delivery Reviewed	i-perform launched 1 October 2020 as new check-in (1:1 meetings) and annual review platform. This incorporates development discussions and a section for recording skills to kick start the central database of staff skills and abilities. The development of Agile Charters and Values and Behaviours will link to new data from PDR system so it is expected to be complete and in place by April 2022.
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 Full implementation **now likely by 31st March 2022**	Delivery Reviewed	Bi-monthly Team reflection exercises to identify and test opportunities to change processes that increase productivity. The delivery dates for this work have been reviewed to align with the Reimagining Watford project and will be included in the next phase of the Agile Team Charters work.
COMMITMENT Supporting the development of digital		**Key Milestones**	**'RAG' Rating**	**Update**

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 Full implementation now likely to be **June 2022**	Delivery Reviewed	Develop a programme of courses that will increase awareness and use of digital technologies. Digital training has been and is available for all staff. Further developments in the training to be reviewed following completion of annual appraisals and identification of training needs.
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 30 September 2022	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, informally with colleagues across the Council.	Digital champions established and regularly publicised and supported to help and coach others.	By 31 March 2021 **New date likely to be 31 January 2022**	Planning underway	Identify champions in their specialist areas and publicise their availability to help those in need of increasing their knowledge and confidence. Each area has an IT Champion (not Digital Champion). This is something slightly different -- a review is taking place to clarify roles.
COMMITMENT Break down silos across teams		**Key Milestones**	**'RAG' Rating**	**Update**
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 31 December 2021 **New Target date 31 March 2022**	Delivery reviewed	This will be reviewed when we return to a more consistent face to face working environment

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 **Now 31 March 2022**	Planning Underway	Agreement in principle from CSC to host new starters but Covid-19 rules 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 **Now 31 March 2022**	Delivery Reviewed	Pro-forma to be designed and distributed to all service managers to identify work shadowing opportunities in their direct area. Details of all opportunities to be shared on intranet so that managers can arrange. Covid restrictions have stopped office working so this will be put on hold until the new year.
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 **Target date now 31March 2022**	Delivery Reviewed	Tool to be developed at start of new year to reflect the working arrangements in force at the time. This will be linked to the Values and Behaviours to ensure everyone has a mindset to look at continuous evolution of the customer journey.
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	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	By 1 September 2021 **Target date now 31 March 2022**	Delivery Reviewed	Tool to be developed at start of new year to reflect the working arrangements in force at the time. Draft of leadership programme approved and going out to tender. This

and make changes to practices, for the benefit of their customers.	the staff survey?). Staff should contribute ideas and suggestions for change and take decisions for the benefit of their customers.			is linked to work on Agile Charters and will be embedded in team meetings and management programmes.

Theme 4 – Performance and Staff Development

Key Achievements over last 3 months

- New supplier of Management Development programmes identified (KPMG)
- 4 New Kickstarters employed with council.
- The test system of i-Trent HR has been configured with Performance review documentation and needs to be fully tested prior to roll out.

Theme BRAG Analysis

BRAG rating	Key	Total number in theme
	Completed	2
	On track	5
	Planning underway	4
	Delayed / Unknown	0
	Delivery re-profiled as a result of external influences	3
Total		**14**

COMMITMENT We will create a strong development process		Key Milestones	'RAG' Rating	Update
Design and implementation of development programmes linked to succession planning and building organisational resilience	Proactive management of individuals to ensure stretch, personal development and improve likelihood of retention 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	**Target date re-profiled to 31 March 2022**	Delivery Reviewed	The new Leadership programme will also have links to the values and behaviours expected. As this is still in progress (see Theme 2) the will be a slight knock on effect with some sections of the programme. Recruitment of Executive/Group Head Assistant (GHA) has completed with two people taking up their roles in Nov 2020 and the remaining two at the start of the 2021

				financial year. A further Head of Service has now joined the programme. Draft of new leadership programme approved and discussions underway with HCC-provider for HCC on design and delivery of programme.
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 changed to **31st March 2022**	Delivery Reviewed	New i-Perform system launched in October 2020 and 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. I-perform used for annual performance review process. Values and Behaviours now due to be launched early in 2022 so further implementation during 2022
Support the recruitment and retention of apprentices to the council.	Increase the number of council apprentices.	By 1 October 2021	Planning Underway	There is agreement to recruit 6 apprentices across the council and this is on-going; however the current restrictions on office working due to Covid will need to be considered when reviewing the management and supervision of new apprentices. Whilst the pandemic has delayed the launch of new positions, there is still the intention to offer apprenticeships to school/college leavers. Subject to an agile working environment being place, recruitment will commence in June 2022

				with a view to starting in Sept 2022. 4 kickstarters have been employed to date. There is also approval to recruit 6 apprentices in 2022 that will be funded from a corporate budget. They will have the opportunity to work in different areas of the business.
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.	Ongoing	On track	Subject to the above, the council remains 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 single point of failure) 　　Have an ageing workforce profile	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 changed to **1 October 2021**	Completed	Pro-forma developed that will enable HR Business Partners to collect information from relevant line managers. A review has been undertaken and is now included with Service Plans (Single Point of Failure exercise).
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 change to **1st October 2021**	Completed	This is linked to the exercise on Single Point of Failure and is included in the above point.
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 **1st September 2022**	On track	Decision taken to put Graduate Programme on hold to focus on Apprenticeships. Graduate programme to be reviewed in Sep 2022.

COMMITMENT Prioritise the development of all of our people		Key Milestones	'RAG' Rating	Update
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	At the last staff survey, 32% of respondents felt 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). Induction programme being updated to include session on looking into process and service improvements. Content of new Management / Leadership programmes agreed and new supplier being sought. Induction programme to be updated for next cohort. Also undertaking a review of Mandatory e-learning requirements This all links to the new Leadership Development program and Values and Behaviours project. Mandatory e-learning has been reviewed together with the development of special reports to capture progress and timescales. Induction is in the process of being updated with a new method of delivery.
Review training and promotion data by workforce profile, so that we can assure ourselves that under-represented groups are both accessing the development	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	Additional request sent to all staff for them to add personal characteristic information to their profile. HR system also being configured with current and historical development information and this will enable analysis of workforce

				strengths. All historical data in a file waiting to be uploaded to our corporate leave system by the supplier Once uploaded will be linked to Learning and Development module.
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 **Delivery changed to 31st June 2022 to reflect delays to other linked projects.**	Delivery Reviewed	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. iTrent test system has been configured with performance review forms. These are due to be tested early in 2022 with a view to roll out later in the year with additional functionality to cover Values and Behaviours.
COMMITMENT We will encourage and actively develop our aspiring leaders		**Key Milestones**	**'RAG' Rating**	**Update**
Our new 'Watford Leads' development programme will build management skills and confidence	All 3rd tier managers will complete the course over time. Participants will deliver a specific business improvement project in the workplace.	By 1 December 2021 **Delivery changed to 31 March 2022**	Planning Underway	While the planning of a programme is underway and ideas for holding remotely are considered, the impact of Covid must be taken into account as this has

amongst all team managers and leaders (3rd tier managers).	All events to have a cross section of departments represented. Positive feedback from participants. Colleagues feel supported by their manager – measured by the staff survey (baseline to be set following next survey)			impacted the capacity managers have had to attend training. Content of new Management / Leadership programmes agreed and new supplier has been identified. Programme should be ready for delivery by 31 March 2022.
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 change to **31 March 2022**	Planning Underway	Leadership development has taken place, mainly remotely, with follow up sessions planned. The programme will have close links with output from Theme 2 - Values and Behaviours project. Content of new Management / Leadership programme outline agreed and new supplier being sought. Intention is to launch the programme in Q4 2021/22.
COMMITMENT We will create an enviable programme of leadership development		**Key Milestones**	**'RAG' Rating**	**Update**
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 change to **April 2022**	Planning Underway	Pilot complete and roll-out commenced. Re-profiled to April 2022 that will link in with new Leadership Development Programme Launch.

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 2022	On track	Review workforce plan with leaders to ensure appropriate individual development plans are in place to satisfy future needs. Line managers have reviewed as part of single point of failure exercise. HRBPs to have regular reviews. Links in with development of Leadership programme and development of tools to undertake reviews of their workforce requirements