

## Organisational Development Strategy 2020-24

### Progress Update

#### Theme 1 – Workforce Health and Wellbeing

##### Key Achievements over last period

- Successful pilot session of Health and Wellbeing training to increase resilience completed – rollout of sessions planned for September/ October
- Training delivered to various staff groups on the following topics: Mental Wellbeing in the Workplace, Menopause and Mental Health First Aid
- Values and Behaviours workshops completed with an opportunity for all staff to contribute

##### Theme BRAG Analysis

BRAG rating	Key	Total number in theme
Completed	Completed	8
On track	On track	5
Potential risks	Potential risks	0
Challenges	Challenges	0
Planning in progress	Planning in progress	0
<b>Total</b>		<b>13</b>

COMMITMENT	Key Milestones	'RAG' Rating	Update
Focus on tackling stigma associated with mental health			
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.	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.		Completed	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.		Completed	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.
<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.		Completed	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>Completed</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 Sept 2022</p>	<p>On track</p>	<p>Mental Health First Aiders and Wellbeing Champions group established and now meeting on a quarterly 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 including workshops in September 2022. Activities to include resilience training, mental health first aid (new and refresher courses) and support for managers to spot signs of mental health concerns.</p>

<b>COMMITMENT</b> Ensure our occupational health and employee assistance offering is high quality and accessible to all		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
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.		Completed	Intranet resources are regularly updated and communication for staff pointing to these resources.
<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		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</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.  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 Sept 2022	On track	Work to be fully scoped so that it also links in with Values and Behaviours project which is ongoing throughout 2022. Leadership Development programmes to include sessions on productivity and improvement as well as taking into account the recent restructure alongside redefined roles. Senior leadership training separate management course scheduled for September 2022. In the meantime, agile training has been rolled out to include 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 2022	On track	Final values and behaviours to be agreed in September 2022 by Corporate Management Board. This will provide the basis on which

				competencies can be developed and behaviour measured against.
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. Staff Ambassador Group to review in first instance	By September 2022	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. Mental Health in the Workplace courses and H&WB workshops, scheduled for September 2022
<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 September 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 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		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.		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.
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## Theme 2 – An Organisation Driven by Values and Behaviours

Following on from delays to starting this project due to Covid-19, the initial workshop on the council’s future values and behaviours was held with the Leadership Team in January. This initial workshop agreed the high level process for the Values and Behaviours workshops to be rolled out across the organisation.

Following on from this, staff workshops were held across a number of weeks in March and April to give each employee an opportunity to attend and have their input to help shape the future values and behaviours for Watford.

The outputs from all the workshops were collated and further developed with input from a focus group of employees from across the Council. Leadership Board has had initial sight of the draft values and behaviours framework with a final decision to be made in September.

Following on from this, an implementation plan has been written to ensure the values and behaviours are then embedded within the Council including all the policies throughout the employee lifecycle as well as across the wider remit of the Council.

BRAG rating	Key	Total number in theme
	Completed	2
	On track	13
	Potential risks	0
	Challenges	0
	Planning in progress	0
<b>Total</b>		<b>15</b>

<b>COMMITMENT</b> Work with staff and stakeholder to create our values and behaviours		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Workshops to be arranged with Cabinet and SLT, with input from Ambassadors Group.	Workshops to review teamwork within Leadership Team and agree Values and behaviours required for effective working. Workshops to be held face to face.	September 2022	On track	All staff workshops have taken place and design group has helped shape outputs from these along with external support. Newly formed CMB to review proposed values and behaviours in September 2022
Staff Ambassadors Group to take part in meetings to feedback	Group is established and working	October 2022	On track	Staff Ambassador group has met several times and provided input to the council's Chief Executive. There will be ongoing meetings as the final values and behaviours emerge and are agreed
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 behaviours they believe are important to the Council	Workshops to be attended by majority of staff who will be able to propose both the Values and Behaviours they see as important for the benefit of effective working.		Completed	Workshops took place between March and April 2022 facilitated by external support. Workshops were held across a number of dates and times to ensure all staff had an opportunity to attend and contribute their views
Listen, reflect upon and incorporate the views of under-	Identify those individuals who have not had the opportunity to take part		Completed	Staff who were not able to attend were encouraged to



represented workforce groups within the Council, building on our representation as an inclusive employer, ensuring that our values and behaviours work for all.	in workshop and seek their views through telephone consultation.			pass their views on to a colleague or manager to contribute at a session on their behalf. Extra sessions were scheduled to take into account school holidays and different working hours
Carry out meetings 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	Summary of key Values and Behaviours, as suggested by employees, and approved by LT to be discussed and shared with UNISON.	September 2022	On track	Final values and behaviours to be agreed in September 2022 to allow the new senior team more time to consider the proposals.
Summarise and present key themes from engagement sessions, incorporating them into an all staff communication.	Summary of key Values and Behaviours, as suggested by employees to be published together with timetable of implementation.	October 2022	On track	Staff engagement has informed the current proposals and feedback will follow on from agreement by Leadership Board and senior team of final values and the behavioural framework. Key themes are to be integrated across the Council as part of the implementation plan
<b>COMMITMENT</b> We will make sure our leaders embody the values and behaviours in everything they do		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
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	Content to include information relating to Performance Review and Check-in meetings and the need for all staff to review not only what has been	September 2022	On track	External consultants to deliver senior management team training following the recent senior management

the values and aimed at supporting positive role modelling of behaviours in leadership	achieved but how it was achieved including reviewing behaviours displayed.			restructure to take into account new structure and expectations going forward, including agreed values & behaviours
'Watford Leads' development course will build management skills and confidence amongst all team managers and leaders (3 <sup>rd</sup> tier managers), centred around the values and behaviours	Liaise with suppliers to ensure workshop content makes reference to Values and Behaviours and how this forms part of everyday management	November 2022	On track	New providers for the council's new development programme are currently being sought with potential to join up with other Councils to maximise the return of investment. Short-term solution rolled out with new provider and feedback to be collated by November 2022 (on completion of first 3-day course).
<b>COMMITMENT</b> Launch our values and behaviours		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Rollout of values and behaviours across every aspect of the employee journey, including, with input from Staff Ambassadors:	Identify all "touch points" from Recruitment to leaving including internal job application process where there is an opportunity to refer to our Values and Behaviours.	September 2022	On track	Detailed project plan will be updated with revised dates following on from confirmation of final values and behaviours in September
Create an organisational launch and series of local team engagement events	Lunch and Learn sessions designed for all staff on understanding how to embed values and behaviours in everything we do.	October 2022	On track	Comms plan as part of the implementation plan (above) to be rolled out following on from agreement of final values and behaviours

Demonstration of how the values and behaviours support the delivery of these priorities	Each department to produce a case study of improvements that can be made to their service incorporating new ways of working.	November 2022	On track	Part of the implementation plan must ensure each service area can interpret the behavioural expectations alongside the values and the relevance to individual roles.
Refresh our Internal Communications and Engagement Strategy and align it to the council's Council Plan by improving the cascade of strategic updates, recognition of success.	Internal communications to specifically link values and behaviours to messages.	December 2022	On track	Linked to the rollout plan in terms of updating all departments developing new ways of working to promote the new values and behaviours.
<b>COMMITMENT</b> Embed our values and behaviours so that they are 'lived not laminated'		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</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.	All interactions to include reference to our values and behaviours and how they will impact the interaction.	April 2022	On track	Implementation plan written and to be updated with dates once values and behaviours agreed. This 'embedding' of values and behaviours will take some time, but everyone across the Council knows this is coming and ways of working will be updated
Review of people policies and processes to reflect desired values and behaviours	All policies to be reviewed to ensure they are aligned to our Values and Behaviours	December 2022	On track	Approach to Implementation written to incorporate whole employee lifecycle and review of polices within this lifecycle.

<b>COMMITMENT</b> Reward those who exemplify our values and behaviours		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Develop a reward programme that focuses on ways the council can improve its services to both internal and external customers whilst exemplifying our Values and Behaviours.	<p>The review will consider both monetary (including the team recognition reward) and non-monetary recognition. Staff Ambassador suggestions to date include</p> <ul style="list-style-type: none"> <li>Star of the month</li> <li>Monetary Incentives</li> <li>Thank you Cards</li> <li>Compliments Board</li> <li>Publicised recognition</li> </ul>	April 2022	On track	To be discussed and agreed taking employees group views on board once the values and behaviours confirmed. Consideration to be given to extrinsic and intrinsic rewards

### Theme 3 – Become an Agile Organisation

#### Key Achievements over last period

- 38 Agile charters completed for all teams by Jan 2022
- Common themes determined in workshop on 17 Feb 2022 with Watford Reimagining Team, some pathfinders and Unison.
- The Reimagining Watford team supported the opening of the new office space (which was launched on 20 July) with agile guidance so that the benefits of the new space are maximised.
- Corporate guidance on use of 8x8, Outlook and meeting etiquette approved by Project Board and provided to all employees. Agile charters were encouraged to be constantly reviewed as an evolving document. Pathfinders will champion agile ways of working and with managers, role model these new ways of working reflecting the Values and Behaviour work stream (which will be determined in Sept 2022).

#### Theme BRAG Analysis

BRAG rating	Key	Total number in theme
Completed	Completed	8
On track	On track	4
Potential risks	Potential risks	0
Challenges	Challenges	0
Planning in progress	Planning in progress	5
<b>Total</b>		<b>17</b>

COMMITMENT		Key Milestones	'RAG' Rating	Update
Optimise choice over when and where our people work				
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.		Completed	The Covid-19 pandemic resulted in the majority of staff working remotely rather than being office based. However, the new collaborative space for staff has now been opened, informed by staff feedback and a more

				agile way of working, allowing us to maximise the use of available space.
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		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 space has now been launched.
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).		Completed	Agile Charters developed for all service areas, setting out how each department can deliver the best service to residents and businesses
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.		Completed	Agile Champions have been appointed and supported the roll out of Agile Charters and the opening of the collaborative working space for staff
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		Completed	Agile Charters and collaborative working space now in place, informed by case studies at different organisations.

<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.		Completed	Interim Smarter Working (Agile) policy introduced. Other policies have already been reviewed, updated and published.
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> <li>• Be considered for a secondment or temporary promotion opportunity</li> </ul>	October 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. New performance management system is now live and annual appraisal process is underway, due to complete by August 2022
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.		Planning in progress	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. iTrent has superseded iPerform and is currently live. Check-ins to be developed from here

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		Completed	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.	October 2022	On track	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 via iTrent, with digital training needs highlighted as part of the review.
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.	September 2022	On track	Through the performance development review 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.		Completed	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



informally with colleagues across the Council.				slightly different -- a review took place to clarify roles and now in place
<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		Planning in progress	This was due to be reviewed when we returned to a more consistent face to face working environment. Now that is achieved, the time is to revisit this and explore whether to take forward
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.	December 2022	On track	Corporate induction has started to be reviewed and potentially delivered online (e-learning) and local induction will be reviewed to incorporate new values and behaviours. Agreement in principle from CSC to host new starters.
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.		Planning in progress	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 had stopped office working and now is the time to revisit this commitment.

<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 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.</p>		<p>Planning in progress</p>	<p>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 mind-set to look at continuous evolution of the customer journey.</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?). Staff should contribute ideas and suggestions for change and take decisions for the benefit of their customers.</p>		<p>Planning in progress</p>	<p>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 is linked to work on Agile Charters and will be embedded in team meetings and management programmes.</p>

## Theme 4 – Performance and Staff Development

### Key Achievements over last 3 months

- Exploration of suppliers for management and development training underway as previously identified provider were not in budget including dialogue with St Albans and Welwyn & Hatfield
- iTrent (Performance and Learning & Development) has been tested and gone live

### Theme BRAG Analysis

BRAG rating	Key	Total number in theme
Completed	Completed	3
On track	On track	9
Potential risks	Potential risks	0
Challenges	Challenges	1
Planning in progress	Planning in progress	1
<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 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	By October 2022	On track	Following on from the senior management restructure, leadership training is due to be delivered in September 2022. Further leadership and management courses to be sourced, taking into account the new values and behaviours that will be decided in September.
Revise and refresh our development offering for all staff	Roll out of refreshed development approach	By 1 October 2022	On track	iTrent used for PDR's this year (2022) with links to Council themes. PDR

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	100% of staff and managers have completed their annual reviews with clear objectives set and a personal development plan in place			window due to close at the end of August. Looking forward, SMART objectives set with employees should consider the new values and behaviours as part of the overall approach to development
Support the recruitment and retention of apprentices to the council.	Increase the number of council apprentices.	By 1 October 2022	On track	There is agreement to recruit 6 apprentices across the council Corporate apprentice recruitment currently live with a view they will start in September
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	The Corporate apprenticeship scheme will make use of the levy and further opportunities to be explored
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.		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.		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	Successful programme in place with strong feedback from graduates.	By 1 September 2022	On track	Decision taken to put Graduate Programme on hold to focus on

degree placement programmes, designed to attract and retain high calibre graduates				Apprenticeships. Graduate programme to be reviewed in Sept 2022.
<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	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.	August 2022	On track	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 reviewed with a new method of delivery being considered.
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.	August 2022	Challenges	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. Data capture of personal information on iTrent ongoing

				with recent discussion how to increase this amongst staff as well as managers as the data held regarding Watford employees is very low.
<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>		Completed	iTrent performance (PDR) module launched June 2022. First PDR cycle on iTrent still live and due to close end of August. Objectives can be linked to Council plan with future opportunities to link to values and behaviours.
<p><b>COMMITMENT</b> We will encourage and actively develop our aspiring leaders</p>		Key Milestones	‘RAG’ Rating	Update
<p>Our new ‘Watford Leads’ development programme will build management skills and confidence amongst all team managers and leaders (3rd tier managers).</p>	<p>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.</p>	September 2022	On track	New senior management team to undertake leadership workshop in September 2022 with new management programme also due to start in September

	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.	December 2022	On track	Linked to evolvment of leadership and management programmes. September 2022 will see a leadership programme and management programme rolled out. Providers are being sought to take this development need forward with tailored modules to incorporate agile working and the new values and behaviours
<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)		Planning in progress	: iTrent now live but no competency framework linked. Can link objectives to Council plan with future plan to link objectives into values and behavioural framework
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.	October 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. Review of single point of failure exercise following restructure to ensure robust plan still in place
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