

Organisational Development Strategy 2020-24

Progress Update

Theme 1 – Workforce Health and Wellbeing

Key Achievements over last period

- Six Health and Wellbeing workshops delivered to employees across September and October with more planned for early 2023
- Fully booked Mental Wellbeing in the Workplace and Menopause Awareness workshops were delivered
- The newly proposed values and behaviours were reviewed by the Pathfinders and Staff Ambassadors Group

Theme BRAG Analysis

BRAG rating	Key	Total number in theme
	Completed	10
	On track	3
	At risk	0
	Issues	0
	Delivery reviewed as a result of external influences	0
Total		13

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.

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.		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"> - 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		Completed	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.	<p>Design and Launch a programme with feedback from group</p> <p>Ensure there is resilience and a feeling of wellbeing amongst staff, as measured by Wellbeing Survey</p> <p>Increased staff satisfaction and motivation as measured by staff survey</p>	By Jan 2023	On track	Successful initiatives have been delivered using the new space in the Annexe and the Health and Wellbeing workshops. As the cost of living crisis is a point of concern, there are plans to signpost employees to existing offerings that may help, such as the EAP, as well as plans to deliver short sessions around managing finances and energy saving ideas to reduce costs. We are planning to deliver these sessions late 2022/ early 2023.

COMMITMENT		Key Milestones	'RAG' Rating	Update
Ensure our occupational health and employee assistance offering is high quality and accessible to all				
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 2021	Completed	Intranet resources are regularly updated and communication for staff pointing to these resources.
COMMITMENT		Key Milestones	'RAG' Rating	Update
Craft great roles where our people feel in control over the best way to deliver their work and feel well supported to do so				
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 Jan 2023	On track	Work to be fully scoped so that it also links in with Values and Behaviours project which is ongoing throughout 2022. SLT development day took place, taking into account the recent restructure alongside redefined roles. A 'Management Fundamentals' course is currently underway with a focus on productive conversation and having the toolkit to have difficult discussions. The behavioural framework is in the final stages of review, ensuring this is relevant to every job role across the Council and can be adapted accordingly.
Ensure our leadership programmes emphasise the importance of engaging and co-designing work so all of our people feel	Key competencies to be identified and incorporated into updated Leadership Programme	By 1 October 2022	Completed	Final values have now been agreed and the behavioural framework structure is confirmed. 'Together' being one of the core values with

able to contribute new ideas and instigate new and better ways of doing things				emphasis on collaboration and valuing different perspectives.
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	Completed	Review of agile charters has given teams the opportunity to consider their effectiveness and their outputs. The health and wellbeing workshops provided a proforma and asked all participants to consider how they were personally as they worked through change.
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 December 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, to include the winter flu vaccination programme over the next few months.
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

We are now in a positive position with values confirmed and a structure for the behaviour framework agreed. Both the Senior Leadership Team as well as employee groups (Staff Ambassadors Group & Agile Pathfinders) have reviewed and fed back on the final version. The exciting challenge is now to roll these out to employees across the Council, and the detailed planning is underway.

BRAG rating	Key	Total number in theme
	Completed	6
	On track	8
	At risk	0
	Issues	0
	Delivery being reviewed as a result of external influences	1
Total		15

COMMITMENT Work with staff and stakeholder to create our values and behaviours		Key Milestones	'RAG' Rating	Update
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	Completed	The Senior Leadership Team, Staff Ambassadors Group and Agile Pathfinders all reviewed the final version of the values and behavioural framework. Feedback was taken on board and incorporated. Cabinet were introduced to the new values and behaviours in early October.
Staff Ambassadors Group to take part in meetings to feedback	Group is established and working	October 2022	Completed	Staff Ambassador Group is an established network and last met in October to review the annexe space, as well as review the values and behaviours. This meeting was well attended with valuable feedback captured on the day.
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

<p>Listen, reflect upon and incorporate the views of under-represented workforce groups within the Council, building on our representation as an inclusive employer, ensuring that our values and behaviours work for all.</p>	<p>Identify those individuals who have not had the opportunity to take part in workshop and seek their views through telephone consultation.</p>		<p>Completed</p>	<p>Staff who were not able to attend were encouraged to 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</p>
<p>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</p>	<p>Summary of key Values and Behaviours, as suggested by employees, and approved by LT to be discussed and shared with UNISON.</p>	<p>September 2022</p>	<p>Completed</p>	<p>Final values and behaviours agreed and aligned to the Council's ambition for its people.</p>
<p>Summarise and present key themes from engagement sessions, incorporating them into an all staff communication.</p>	<p>Summary of key Values and Behaviours, as suggested by employees to be published together with timetable of implementation.</p>	<p>December 2022</p>	<p>On track</p>	<p>Workshops are scheduled to write up a detailed implementation plan, with key milestones along the journey. The launch of the new values and behaviours has been postponed to 2023 as other priorities have emerged over the last few weeks. The preparation work within the workshops will establish how the key themes/ values/ behaviours are presented back to employees and this communication to all is expected to take place December 2022.</p>

COMMITMENT We will make sure our leaders embody the values and behaviours in everything they do		Key Milestones	'RAG' Rating	Update
Design and deliver a senior leadership development programme for the council's 1 st and 2 nd tier leaders, aligned to the values and aimed at supporting positive role modelling of behaviours in leadership	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 achieved but how it was achieved including reviewing behaviours displayed.	September 2022	Completed	External consultants facilitated the senior leadership team away day following the senior management restructure. New expectations were set out in light of the agreed values & behaviours
'Watford Leads' development course will build management skills and confidence amongst all team managers and leaders (3 rd 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 the end of November 2022. The first 2 days of the course have been delivered with very positive feedback received so far.
COMMITMENT Launch our values and behaviours		Key Milestones	'RAG' Rating	Update
Rollout of values and behaviours across every aspect of the	Identify all "touch points" from Recruitment to leaving including	November 2022	On track	Detailed project plan currently being worked on

employee journey, including, with input from Staff Ambassadors:	internal job application process where there is an opportunity to refer to our Values and Behaviours.			with a view that the values and behaviours must be a theme throughout the whole employee lifecycle, starting with recruitment.
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.	November 2022	On track	Comms plan as part of the implementation plan (above) to be rolled out following on from agreement of implementation plan.
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.	July 2023	Delivery re-profiled	As launch of values and behaviours is proposed to be delayed to April 2023 due to other priorities, each service area will require some time after this date to consider the impact and how they can be incorporated into the service area.
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	Values and behaviours to be 'branded' so they are memorable and land with employees in a positive way each time they see them. Link to comms the values should underpin everything we do in the Council. This can be done as part of the preparation workshops taking place now.

COMMITMENT Embed our values and behaviours so that they are 'lived not laminated'		Key Milestones	'RAG' Rating	Update
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 2023	On track	Implementation plan to be written with all employee interactions in mind how each employee can demonstrate the values on a daily basis. Senior leaders to model the values and expected behaviours as well as all employees using the behavioural framework to reference what is excellent behaviour.
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 will be written to incorporate whole employee lifecycle and review of policies within this lifecycle.
COMMITMENT Reward those who exemplify our values and behaviours		Key Milestones	'RAG' Rating	Update
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.	The review will consider both monetary (including the team recognition reward) and non-monetary recognition. Staff Ambassador suggestions to date include Star of the month Monetary Incentives	April 2022	On track	To be discussed and agreed taking employees group views on board once the values and behaviours confirmed. Staff ambassadors group to be included in this discussion. Consideration to be given to extrinsic and intrinsic rewards

	Thank you Cards Compliments Board Publicised recognition			to tap into motivation to demonstrate good or great behaviours.
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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

Theme BRAG Analysis

BRAG rating	Key	Total number in theme
	Completed	8
	On track	4
	At risk	0
	Issues	0
	Delivery reviewed as a result of external influences	5
Total		17

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 be 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 and provide the very best service to residents, businesses and our community.
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 and as part of our recruitment and retention approach. 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 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		Completed	Agile Charters and collaborative working space now in place, informed by case studies at different organisations.

	control and autonomy of when, where and how they work, in the context of their department, as measured the staff survey			
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.		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: <ul style="list-style-type: none"> • Develop a register of interests of individuals who wish to gain exposure or experience in another area • Be considered for a secondment or temporary promotion opportunity 	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. The reporting is capturing the data to form a more detailed picture of individual thoughts on development so planning can take place to ascertain ways to upskill individuals through secondment, coaching and mentoring.

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.		Delivery re-profiled	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 following the closure of the PDR cycle on iTrent, which is currently live.
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. 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.	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. We are currently collating reports on the data from the PDR's, which will include training needs around digital training requirements
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.	October 2022	On track	Through iTrent process identify experts in their field and encourage them to become mentors for those developing in their roles. This work will build on success of the buddying relationships already in place and look to replicate success across the Council.
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.		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 slightly different -- a review took place to clarify roles and now in place
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		On track	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. In the meantime, Officers have held sharing sessions in the Annexe space on the Local Plan, major projects and the council's 3D model.

<p>Review and re-design of corporate and local induction to reduce silo working and set expectations from the outset, to include:</p>	<p>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.</p>		<p>On track</p>	<p>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. The Autumn induction will be delivered face to face with a view to incorporating the new values and behaviours into the Spring induction</p>
<p>A commitment that all staff, irrespective of their role or level in the organisation, can spend up to five days per year, working in, or shadowing in another department, to improve their understanding and make important links.</p>	<p>Take up of developmental opportunity to work in another department or team. An opportunity to blog and share their learning and experience, to encourage take up.</p>		<p>Delivery re-profiled</p>	<p>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>
<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>Delivery re-profiled</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>Delivery re-profiled</p>	<p>Tool to be developed at start of new year to reflect the working arrangements in force at the time. This is linked to work on Agile Charters and will be embedded in team meetings and management programmes.</p>
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Theme 4 – Performance and Staff Development

Key Achievements over last 3 months

- Management Development training has been launched and received positive feedback so far
- Senior Leaders took part in an away day and all have undertaken the TMS assessment to increase their self-awareness
- iTrent (Performance and Learning & Development) has been launched and is currently being used by all to undertake their PDR's

Theme BRAG Analysis

BRAG rating	Key	Total number in theme
Completed	Completed	3
On track	On track	9
At risk	At risk	1
Issues	Issues	0
	Delivery re-profiled as a result of external influences	1
Total		14

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	October 2022	On track	Senior leadership team away day held in October and some leaders have taken up support through with one to one coaching. Management course launched in September with first cohort due to complete in November. Now values and behaviours confirmed, further programmes can be sourced and aligned to these, taking into account the

				approach to managing and leading within Watford.
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 31 st March 2022 and went live June 2022	On track	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. iTrent used for PDR's this year (2022) with links to Council themes. PDR window remains open and is due to close every shortly. We can then take a lessons learnt approach to deliver improvements for PDR/ iTrent process moving forward. Development of SMART objectives needs to be encouraged across the Council
Support the recruitment and retention of apprentices to the council.	Increase the number of council apprentices.	By March 2023	On track	Two corporate apprentices have been recruited, and one has already started. A further recruitment ad will go live before Christmas with a view to recruit further apprentices early next year.
Make full use of the apprenticeship levy to support learning and development and career progression.	All funds used. Demonstrable impact of learning for the individual and the organisation.	Ongoing	On track	The Corporate apprenticeship scheme will make use of the levy and further opportunities have been taken to upskill existing staff in the EPMO team.

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.	1 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.	Ongoing into 2023	On track	Graduate programme to be reviewed late 2022 for graduate recruitment in 2023.
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.	January 2023	On track	The new values and behaviours clearly set this out in terms of ‘everyone is a leader’, and this will be incorporated into the whole employee cycle including recruitment. Senior leadership and management programmes will be aligned to the values and behaviours and outline management styles as well as adaptability.

<p>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.</p>	<p>Assurance that under-represented groups access the same level of development and achieve promotion at the same rate as all staff.</p>	<p>December 2022</p>	<p>Some risk</p>	<p>Collecting workforce data is now being addressed directly with strategies to increase the data submitted, representing an improvement on the last reporting period. This includes focus from HR as well as someone seconded to work on this as part of their role in the Corporate team to review the entire approach to EDI. Once this data is available over the next period, then this can be used in line with the training data to review training opportunities to ensure under-represented groups are accessing and taking up the development offered, removing any residual risk to this activity.</p>
<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"> - 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 	<p>Currently, 18% of our staff feel that the annual review is not of value to them (and a further 8% did not know!). We want our people to look forward and see the value of an annual review. The success will be an improved rating of the quality of the conversation (measured by the staff survey).</p>	<p>By 1 October 2021 Delivery changed to 31st June 2022 to reflect delays to other linked projects.</p>	<p>Completed</p>	<p>iTrent performance (PDR) module launched June 2022. First PDR cycle on iTrent still live and number of completed PDR’s continue to increase. Objectives can be linked to Council plan with future opportunities to link to values and behaviours.</p>

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 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. Colleagues feel supported by their manager – measured by the staff survey (baseline to be set following next survey)	June 2023	On track	The 'Watford Leads' has evolved over the last year. The senior management team did undertake a leadership workshops in September and October with a 'Management Fundamentals' course launched in September. Now the values and behaviours have been confirmed, we can now look at further development opportunities in this area to incorporate these. With the launch of values and behaviours now postponed until April 2023, we can work on scoping out courses and ensuring they are right for Watford with a view to launch next year.
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 evolution of leadership and management programmes above. As part of the implementation plan currently being worked on, we can scope a leaders course with tailored modules to incorporate agile working and the new values and behaviours
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	Managers use feedback to create their personal development plan – measured through performance review scores.	By 1 April 2021 change to April 2022	Delivery re-profiled	Values and behaviours now confirmed and the behavioural framework can now be used in consideration of the annual

linked to the annual review process	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)			review and performance management process going into 2023.
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. October update – the senior leadership restructure along with the Council plan inform our thinking of the future direction of the Council and what service areas are fully resourced, and where the skills gaps are. We continue to support leaders where required to fill these skills gaps through developing existing officers as well as recruitment of new ones.