

## Organisational Development Strategy 2020-24

### 2022/2023 Q4 Progress Update

#### Theme 1 – Workforce Health and Wellbeing

##### Key Achievements over last period

- Health, Wellbeing and Resilience workshops continued to be delivered to employees
- A further fully booked Menopause Awareness workshop was delivered
- A further cost of living-themed session was delivered by the Citizens Advice Bureau.
- We engaged with a new provider to refresh the health and wellbeing offering, as well as planning for an event for the health and wellbeing champions
- We have also signed up to being a ‘menopause friendly’ organisation

##### Theme BRAG Analysis

BRAG rating	Key	Total number in theme
Completed	Completed	10
On track	On track	3
At risk	At risk	0
Issues	Issues	0
	Delivery reviewed as a result of external influences	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	All managers to be trained in how to spot signs of mental health issues with	Completed	7 dates were arranged in November / December 2020 with the majority of managers having attended

<p>early warning signs of mental health and have the skills to manage those conversations</p>	<p>Remploy providing relevant training course which will consist of 2 x 2hr on-line face to face group training.</p>			<p>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.</p>
<p>Mental health first aid training for colleagues, enabling them to spot the signs and offer support.</p>	<p>Mental Health First Aiders (MHFA) to be accessible.</p>		<p>Completed</p>	<p>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.</p>
<p>Tackle stigma around mental health issues or declaring a disability by encouraging open conversations</p>	<p>Increase awareness of policies and use of on-line material to ensure staff have knowledge to recognise when help is required.</p>		<p>Completed</p>	<p>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.</p>

<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.
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. <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>	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.	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 Jan 2023	On track	Health, Wellbeing and Resilience workshops were delivered within Q3. Feedback from those who attended was very positive and participants came away knowing where to access help if required as well as spot signs in others. In addition, a cost of living session was delivered by the CAB to support our employees in these challenging financial times. Another fully booked menopause workshop was delivered in partnership with Unison, again with very positive feedback. A further menopause event is being planned and we have signed up to

				being a 'menopause friendly' organisation. The voluntary health and wellbeing group will meet face to face in June for a 'thank you' and learning event with a new provider, also to discuss plans for the year ahead. These plans include a Health & Wellbeing survey across the Council as well as a number of lunch and learn type sessions focussed on different topic areas in the Health & Wellbeing calendar, including neurodiversity and the menopause.
<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.	By 1 April 2021	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.	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 April 2023 – Values and Behaviours project board launched with a key	On track	Work to be fully scoped so that it also links in with Values and Behaviours project which was launched towards the end of 2022 with full rollout planned for 2023.

<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>
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 others prefer to work late.		objective relating to the behaviour framework rollout.		The 'Management Fundamentals' course is now complete with future courses to incorporate the new values and behaviours. The behavioural framework is in the final stages of review, and the plan is to ensure relevant focus groups from across the Council can ensure it is relevant to every job role. The rollout of the behavioural framework now sits with the values and behaviours project. This project board kicked off on 19 <sup>th</sup> April with framework to be shared w/c 24 <sup>th</sup> April.
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	Completed	Final values have now been agreed and the behavioural framework structure is confirmed. 'Together' being one of the core values with 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

<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>
			were personally as they worked through change.

<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 our standards against other organisations	By January 2022	On track
Evaluation of pilot health check programme (environmental health)	Gain feedback from provider on common issues that need to be addressed		Completed
Rollout of health check programme across the wider council	Collate and analyse anonymised data from system to identify any trends.		Completed
			The agile working policy and smarter working policy have now been written. They are being reviewed externally as well as by Corporate Management Board before publishing.
			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.
			'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.

<b>COMMITMENT</b> Champion physical health	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>

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

This quarter saw a lot of work ‘behind the scenes’ following the soft launch of the values at the end of 2022. Recognising the size of the project, the resources required and engagement required across the Council, a project board has been established and the first meeting took place at the beginning of April.

Whilst the values have been finalised, the behavioural framework has been refined and given a ‘Watford voice’.

It is acknowledged this is a time of cultural change for the Council, and this journey will take time.

BRAG rating	Key	Total number in theme
	Completed	6
	On track	6
	At risk	0
	Issues	0
	Delivery being reviewed as a result of external influences	3
<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	Completed	The Corporate Management 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
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.	Identify those individuals who have not had the opportunity to take part in workshop and seek their views through telephone consultation.		Completed	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 consider 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	Completed	Final values and behaviours agreed and aligned to the Council's ambition for its people.
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.	December 2022	On track	A soft launch of the 6 values took place in December 2022. An implementation programme to embed these values and behaviours will commence from 2023. Project Board set up to embed the values and behaviours, with governance and terms of reference set up. Kick off meeting set to take place on 19 <sup>th</sup> April.

<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 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 Corporate Management Board 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 <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	March 2023	On track	The management development course completed in Q3 was well received and participants now have some updated skills to use in their everyday people management role. Moving into 2023, the values and behaviours will need to underpin all aspects of management and leadership courses. Delivery of these courses is scheduled for Spring 2023.

<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.	TBC	On track	Implementation plan to be scoped in January to embed our values and behaviours from 2023. Project Board set up to embed the values and behaviours , with one of the objectives including identifying tools to support HR process in embedding these
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.	Summer 2023	On track	Comms plan as part of the implementation plan (above) to be rolled out following on from agreement of implementation plan. As part of the embedding process, plan to arrange an engagement event once all values have been introduced.
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. In the meantime, scoping and planning work is to be undertaken in January 2023 in preparation of the Council-wide launch. Project Board set up.

<p>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.</p>	<p>Internal communications to specifically link values and behaviours to messages.</p>	<p>March 2023</p>	<p>On track</p>	<p>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. Branding requirement meeting set for April 2023 with an external company, with the possibility of joining up with the branding of the organisation as well as values and behaviours.</p>
<p><b>COMMITMENT</b> Embed our values and behaviours so that they are 'lived not laminated'</p>		<p><b>Key Milestones</b></p>	<p><b>'RAG' Rating</b></p>	<p><b>Update</b></p>
<p>Embed our Council values and behaviours through workshops and celebrating successes, reaching every single employee; with values included in every process from recruitment through to annual reviews.</p>	<p>All interactions to include reference to our values and behaviours and how they will impact the interaction.</p>	<p>April 2023 – implementation plan finalised. Fully embedding the values and behaviours expected to be ongoing and evolving</p>	<p>On track</p>	<p>Implementation plan to be written with all employee interactions in mind. Employees to have an input on communicating 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. Implementation plan starting to be scoped in January 2023 Project Board set up with board members from SAG, Pathfinders and Design Group, comms team and Customer Services to ensure it's a bottom-up approach as we shape how we wish to embed our values and behaviours. Terms of Reference with deliverables drafted.</p>

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	May 2022	Delivery Reprofiled	Approach to implementation will be written to incorporate whole employee lifecycle and review of polices within this lifecycle. This is part of one of the objectives of the project board to identify which support tools needs reviewing as we weave in our values and behaviours.
--	---	----------	------------------------	--

<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 it 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 Thank you cards Compliments board Publicised recognition	May 2023	Delivery Reprofiled	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 to tap into motivation to demonstrate good or great behaviours. This will link closely to the values and behaviours project, which will be launched in April.

### 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
- Reviews being carried out by managers, with support from pathfinders, on an ongoing basis, to include new teams/employees.

#### Theme BRAG Analysis

BRAG rating	Key	Total number in theme
Completed	Completed	9
On track	On track	3
At risk	At risk	0
Issues	Issues	0
	Delivery reviewed as a result of external influences	5
<b>Total</b>		<b>17</b>

<b>COMMITMENT</b> Optimise choice over when and where our people work		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Team based review of processes, learning and ways of working pre-, during and post-crisis.	Each team agrees how they will work going forward, with a formal date for reflection and review.		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 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.

<b>COMMITMENT</b> Optimise choice over when and where our people work		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
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. Remaining policies that need to be reviewed have been identified and an action plan for review in place.
Align our annual review (appraisal) process with our succession planning and staff development approach	Incorporate our staff's interests in deepening their understanding of other parts of the council and from this: <ul style="list-style-type: none"> <li>• Develop a register of interests of individuals who wish to gain exposure or experience in another area</li> <li>• Be considered for a secondment or temporary promotion opportunity</li> </ul>	October 2022	Completed	Line managers to discuss and record as part of their regular catch-up sessions. New performance management system is now live and annual appraisal process is complete. The reporting captured 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.



<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>
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, MHR, who administer iTrent will be updating the performance module – review of system requirements will determine how iTrent can assist in storing development data. In addition, Strategic Initiative Officer secondment opportunities have been provided for a number of staff to provide additional experience within the organisation.
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		Key Milestones	'RAG' Rating	Update
Supporting the development of digital				
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.	December 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. Data can now be collated, and training needs identified from PDR data.
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. This commitment needs to be revisited to establish the value of this mentor programme in terms of digital learning requirements.
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.

COMMITMENT		Key Milestones	'RAG' Rating	Update
Break down silos across teams				
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		Delivery re-profiled	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.		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. The Autumn induction was delivered face to face with a view to incorporating the new values and behaviours into the Spring induction.
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.		Delivery re-profiled	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.
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		Delivery re-profiled	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. The new Customer Experience strategy will support efforts in this area.

<b>COMMITMENT</b> Break down silos across teams		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
	awareness of the impact of their work on other teams.			
In recognition that silos take place in hierarchy, as well as across teams, take steps to empower front line teams and individuals to take action and make changes to practices, for the benefit of their customers.	Creation and delivery of OD tools to support leaders to encourage the whole team, irrespective of role or grade to lead innovation and service change (measured by the staff survey?). Staff should contribute ideas and suggestions for change and take decisions for the benefit of their customers.		Delivery re-profiled	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. It will also link to the six values of the Council – Together, bold, agile, trust, integrity and respect.

## Theme 4 – Performance and Staff Development

### Key Achievements over last period

- One Management Development course has been completed and positive feedback has been received. A further course will begin in May this year  
The behavioural framework for all employees has been finalised and will be ready to share at the end of April Employee development and performance will be underpinned by the new values established at the Council. The behavioural framework will set out clear expectations for each employee, regardless of their level within the organisation, or their individual role.

### Theme BRAG Analysis

BRAG rating	Key	Total number in theme
Completed	Completed	5
On track	On track	7
At risk	At risk	1
Issues	Issues	0
	Delivery re-profiled as a result of external influences	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	October 2022	Completed	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. Future

<b>COMMITMENT</b> We will create a strong development process		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
				development programmes will take the new values and behaviours into account too.
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 <sup>st</sup> March 2022 and went live June 2022	Completed	New i-Perform system launched in October 2020 and supported 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 was used for PDR's this year (2022) with links to Council themes. The PDR window is now closed. Although completed, the development approach will continue to be evaluated in line with the evolving values and behaviours project, and changes within iTrent.
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.. There are currently discussions ongoing around the recruitment and retention of future corporate apprentices to ensure the right infrastructure and learning environment is in place to fully support individuals and service areas.
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. Any courses requested are checked to see if funding

COMMITMENT		Key Milestones	'RAG' Rating	Update
We will create a strong development process				
				through the apprenticeship levy a more financially viable option would be.
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 <b>1 October 2021</b>	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	Potential graduate opportunities to be explored in 2023, alongside potential placement opportunities with the new T-levels being introduced. This is linked to the discussions around the right infrastructure and learning environment in place for apprentices to support all vocational learners and the respective service areas.

<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	<p>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.</p> <p>Support in first line leadership, middle leadership and senior leadership programmes, emphasising the benefits and risks of leadership styles that lead to constant improvement.</p>	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 attraction, retention and development.. Senior leadership and management programmes will be aligned to the values and behaviours and set out clear expectations around management styles as well as adaptability.
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.	December 2022	Some risk	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.
Launch and integrate our new performance review system, i-	Currently, 18% of our staff feel that the annual review is not of value to them (and a	By 1 October 2021	Completed	iTrent performance (PDR) module launched June 2022. First PDR cycle on iTrent still live



COMMITMENT		Key Milestones	'RAG' Rating	Update
Prioritise the development of all of our people				
<p>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>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><b>Delivery changed to 31<sup>st</sup> June 2022 to reflect delays to other linked projects.</b></p>	<p>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		Key Milestones	'RAG' Rating	Update
We will encourage and actively develop our aspiring leaders.				
<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>	<p>June 2023</p>	<p>On track</p>	<p>The 'Watford Leads' programme has evolved over the last year. Following on from the leadership workshops undertaken in Q2 further management and leadership training can be designed incorporating the newly launched values and behaviours.</p>

<b>COMMITMENT</b> We will encourage and actively develop our aspiring leaders.		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
	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 above. As part of the values and behaviours implementation plan currently being worked on, we can scope a leader's course with tailored modules to incorporate agile working and the new values and behaviours. In the meantime, the management course will run in spring 2023 whilst the behaviour framework is finalised and rolled out.

<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, which 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 <b>April 2023</b>	Delivery re-profiled	Values and behaviours now confirmed, and the behavioural framework can now be used in consideration of the annual review and performance management process going into 2023 and beyond. This now forms part of the objectives of the values and behaviours project board.

<b>COMMITMENT</b> We will create an enviable programme of leadership development.		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
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.	January 2023	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.