

INVESTORS IN PEOPLE BRONZE ASSESSMENT REPORT WATFORD BOROUGH COUNCIL

“A successful town in which people are proud to live, work, study and visit.”

Key Information

Assessment Type	Three-Year Assessment
Investors in People Specialist Name	Robert Thomson
Visit Dates	9 – 11 July 2013
Assessment Enquiry Number	ENQ – 82984 – WC4BCT

Conclusion

Very good evidence was obtained of WATFORD BOROUGH COUNCIL's conformance to The Standard. The key findings of the Assessment indicated that the organisation meets the evidence requirements of the current version of The Investors in People Standard with 36 additional evidence requirements to achieve the Bronze Investors in People Standard.

The Appendices 2 & 3 – The Assessment Results Summary on Page 17 and the Investors in People Single Framework Topics, Pages 18-19, indicate the creditable achievement of the relevant evidence requirements across all Indicators linked to WATFORD BOROUGH COUNCIL's priority business objectives and the selected Management Theme – “Managing Change”.

May I also extend my thanks to all those who took part in the assessment process for their open and honest feedback in respect of their experience within WATFORD BOROUGH COUNCIL (WBC). Special thanks are due to the HR Learning and Development Officer who coordinated and planned the Assessment, providing the documentation requested both at the preparation stages and during the Assessment. It was a very pleasant and enjoyable process.

Milestone Dates

Review of Continuous Improvement Plan	18 December 2014 (18 Months from the Assessment Date).
Date of Next Full Assessment	18 June 2016 (36 Months from Anniversary Date)

It should be noted that “As of 1 April 2012, any organisation that has met the requirements of the Standard is required to undertake an interaction with its Specialist within 18 months of the organisation formally achieving or maintaining its Investors in People accreditation. Please note this is not an optional activity: all organisations must undertake this interaction to maintain their Investors in People accreditation, although the flexible activity can be designed around the organisation's needs to add the greatest value and impact.”

Specialist Name: Robert Thomson
Investors in People Specialist
12 July 2013

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Executive Summary

During this Assessment, sufficient evidence was obtained to identify the Strengths and the Areas for Development to be included in the Continuous Improvement Plan. Having conducted the Assessment in accordance with Investors in People UK and Investors in People Central England's guidelines, I am pleased to confirm that Watford Borough Council (WBC) meets The Investors in People Standard with 36 additional evidence requirements linked to the company's business priorities and the selected management theme – "Managing Change".

In view of the significant changes during the last five years, including the outsourcing of Waste Management, Street Cleaning, Parks & Recreation and ICT, completed 1 July 2013, it was decided to be assessed for the Standard at Bronze level rather than Silver or Gold. It became evident, however, during the assessment interviews that there would have been the opportunity to accredit WBC at a higher level of The Standard. Consideration should be given to this when planning for the next Assessment or, for the statutory interaction with the Specialist, taking the decision to upgrade to a higher level: Evidence Requirements accredited can be 'banked' for up to 12 months. Some evidence was gained during the Assessment, but not accredited, from the following topic areas, with further reference to Appendix 3 for the relevant Additional Evidence Requirements:

- ❖ Clear Core Values relate to vision and strategy: Inclusive; Fair; Bold; and we will act with Integrity;
- ❖ The introduction of the Staff Excellence Awards (SEA) to recognise the contribution people are making to delivering high quality services, both internally and externally;
- ❖ The introduction and the further development of the 'STEP' leadership and management programme for senior managers, line managers and non managers;
- ❖ Revision of the Performance and Development Review (PDR) process and its clear linkage to the competency framework, 'How We Work';
- ❖ Skills Audit at section head level, contributing to the ability to define the current and future range of skills, experience and knowledge which managers need in line with the council's corporate priorities: this will ensure that any gaps and areas of excellence can be identified;
- ❖ KPIs to improve performance: KPIs are in place; KPI performance is rated as part of the PDR process;
- ❖ Corporate Social Responsibility is part of the council's culture;
- ❖ Culture of continuous learning is evident;
- ❖ Recruitment and Selection process meets the needs of the organisation and is efficient and effective;
- ❖ Strategies, Policies and procedures are in place to promote equality and manage diversity;
- ❖ Work Life Balance strategy meets peoples' needs with linkage to performance improvement: flexible working; home-working facilities; compassionate leave policy; return from maternity leave examples; and the new telephone and data communications systems that enable efficient working from the Town Hall Office, Service Offices and working from home;
- ❖ Management Effectiveness: giving and receiving constructive feedback is valued – regular one-to-one sessions and team meetings; Managers seen as role models for leadership, teamwork and sharing knowledge; Coaching is used to help staff achieve potential and is part of the council's culture: Customer Service Centre (CSC) Team Leader role; support from Senior Managers; work shadowing practice; inspirational leadership qualities; acting on feedback from all levels in the council to improve the way they lead, manage and develop people;

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- ❖ Culture of openness and trust: communication skills of the MD and his Heads of Service – Extended Leadership Team (ELT); quarterly business updates; PowerPoint presentations; ‘Wat’s Up’ staff newsletter; Core Briefs; Managers’ Forum;
- ❖ As a direct consequence of the learning partnerships formed during the STEP programmes, there is a higher level of interaction between departments: managers encourage, and people share knowledge within and across teams;
- ❖ People have a sense of ownership and pride and are committed to the success of the council;
- ❖ Effective coaching and mentoring;
- ❖ Succession planning is in place with clear opportunities for people to achieve their full potential and career progression is given sufficient priority – individual Personal Development Plans (PDPs), The effectiveness of WBC’s policies in this area is confirmed by the extent of promotion to management and leadership posts from within the council;
- ❖ Self review and information from external reviews are used to identify areas for improvement;
- ❖ Effective feedback methods are used to understand peoples’ views on how they are managed – biennial staff opinion surveys;
- ❖ Internal and external benchmarking are used: Investors in People; accreditation to the Customer Service Excellence Standard by the CSC and Building Control; Purple Flag for the Town Hall Offices and Green Flag Awards for the Parks; customer/client evaluation reports;
- ❖ The Elected Mayor, the MD and his ELT are recognised as inspirational leaders: visibility; approachable; good communicators; directly involved in projects; strong empathy with frontline managers, team members, local businesses, Council Members and Residents.

Feedback against the requirements of The Standard

Introduction:

Watford Borough Council (WBC) made its commitment to the Investors in People Standard during 2001/2002. Following the ‘building block’ approach where a number of individual services were successful in achieving the Standard, WBC as a whole organisation was recognised as an Investor in People in December 2006.

Since May 2002, WBC has been led by a directly-elected Mayor. The elected Mayor is the principal spokesperson for WBC, and provides political direction to the council, as well as being responsible for the implementation of council policy and delivery of services.

The delivery of Services is managed by the Managing Director (MD) and his Extended Leadership Team (ELT). Five Heads of Service, including the HR Head of Service/Head of Shared Services, are in post – the new shared services Director of Finance for WBC and Three Rivers takes up her post at the end of July.

The major changes since the 2010 Assessment are: the completion of the service prioritisation programme; the deletion of the directors posts (2); the outsourcing of ICT to Capita, May 2013; the outsourcing of waste and recycling, street cleaning and parks and open spaces services to Veolia Environmental Services, 1 July 2013; and the organisational structure to focus on managing outsourced contracts – the client management and bringing together the right skills and experience to deliver WBC’s major project commitments.

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The remaining Shared Services are managed in partnership with Three Rivers District Council – HR, Finance and Revenue & Benefits, the Auditing function is managed by Hertfordshire County Council, with the payroll function outsourced to Northgate.

Staff from the HR and Revenue & Benefits Shared Services teams, were included within the interview sample. Three Rivers District Council also holds the Investors in People Standard.

WBC continues to be recognised as one of the fastest improving authorities in the country:

- ❖ Investment in major projects such as the town centre improvements, the Watford Health Campus, the redevelopment of the Charter Place shopping centre, supporting the delivery of the Croxley Rail Link and significant investments to improve the parks and playgrounds;;
- ❖ Purple Flag standard accreditation for management of the town centre;
- ❖ Three nationally-recognised Green Flag Awards; 4-star Clean Britain Awards; over 80% of residents are happy with the doorstep recycling service - in the top 11 % of councils nationally;
- ❖ The Customer Service Centre (CSC) has been reassessed and continues to hold the Customer Service Excellence Award. The Building Control team has also achieved the Customer Service Excellence Award.

WBC's Vision, Priorities and Core Values continue to be reviewed:

Our Vision: “A successful town in which people are proud to live, work, study and visit”

Our Priorities: “Making Watford a better place to live in”; “To provide the strategic lead for Watford’s sustainable economic growth”; “Promoting an active, cohesive and well informed town”; “Operating the council efficiently and effectively”.

Our Values are: Inclusive; Fair; Bold and we will act with Integrity. “Our Values underpin the way we behave to each other and our customers and how we deliver our services.

“We believe it is important for our residents and customers to be clear about what they should expect when they engage with us – no matter what the issue or service area they engage with.”

The Strengths identified during the earlier Assessments are still in place and a number of additional strengths and best practice were noted during this Assessment. The Suggested Development Areas, identified during the June 2010 Assessment and the agreed “Continuous Improvement Plan” have been addressed, specifically in the development and implementation of the Leadership Programme, Project Management skills and the identification and review of the leadership and management skills and future capabilities needed by managers in line with WBC’s Vision and Priorities.

Assessment against client objectives:

The purpose of this assessment is to:

- ❖ Establish whether WBC meets all of the evidence requirements of The Standard and the selected 36 Additional Evidence Requirements;
- ❖ Provide an Assessment for the council’s business priorities and the selected management theme – “Managing Change”. This includes: the effectiveness of the L&D strategy for building the capability of management and members of the staff teams; people’s involvement in decisions about their own L&D; evidence of a culture of continuous learning; opportunities for coaching and mentoring; effective use of internal and external L&D resources: WBC staff

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- expertise; coaching and mentoring; clear objectives, with support from managers and peers, for putting new skills and knowledge into practice; clear opportunities for people to achieve their full potential; and sufficient priority being given to career progression;
- ❖ Ensure that there is the recognition of the different needs of people; providing fair access to the support needed; equality of opportunity for people to learn and develop to improve performance; ensuring that people are supported in balancing their work and personal lives; encouraging people to contribute ideas for performance improvement through giving and receiving constructive feedback; ensuring that recruitment and selection is fair, efficient and effective; giving the opportunity for people to make the most of their talents within the organisation; supporting staff to acquire capabilities; development of leadership and management skills at Heads of Service and head of department/team leader levels; planning and developing people's careers – succession planning; the effectiveness of the on-line PDR system; the business update communication process; measurement of progress towards meeting WBC's KPIs; quantifying the investment in L&D; measuring and evaluating the contribution to performance improvement of people strategies and the impact on KPIs; leading and managing in line with WBC's Vision and Values; and the Health and Wellbeing of the ELT, management and staff.

Assessment Plan:

The interview sample was structured to include: the Managing Director and 3 Heads of Service; 15 Managers/Team Leaders; and 18 Officers/Coordinators/Surveyors across all departments, with a range of seniority and service with WBC.

The sample was targeted to include members of staff who had attended the STEP Leadership Development Programme, TU Representatives, client management function, recent transfers/change of job role and representatives on the Future Council Project Board and other focus groups/project working parties. All the interviews were on a one-to-one basis.

The Assessment was completed according to the Assessment Plan agreed with the HR Organisation Development Manager and the HR Learning and Development Officer. During the Assessment, sufficient evidence was obtained which confirmed that WBC meets The Bronze Standard with the 36 additional evidence requirements from the Investors in People Framework as detailed in Appendix 2. The Feedback was attended by the MD, two Heads of Service, the HR Organisation Development Manager and the HR Learning and Development Officer.

The evidence collected by observation and obtained from the interviews, including documentary evidence and access to the website and the intranet, was judged on its currency, validity, consistency and sufficiency. The results were then used to determine WBC's performance against the Investors in People Standard and the selected additional evidence requirements.

Management Theme – “Managing Change”

Since the Building Block process towards the Initial Assessment, 2001-December 2006, when the council was in Special Measures with a staff complement of 1100+, WBC has undergone considerable change and is now recognised as a high-performing Council. The Change Process has been accelerated as a result of the Government’s Comprehensive Spending Review, 2009/10 and further reductions in Funding in subsequent years.

The council’s Service Prioritisation programme was set up in 2009/10 to determine how WBC could achieve the £5million worth of savings by 2015, following a reduction in funding from government. Following the successful completion of the Service Prioritisation programme which delivered significant cost savings, the Future Council Road Map programme was set up, 2011/12. Service Prioritisation was the first major change programme at the council following the development and adoption of the Managing Change Framework and Change Pledge. *“The process is guided by the principles within the Framework, in particular ensuring that there were timely and honest communication and opportunities for people to engage with the process and shape its outcomes.”*

During the Assessment, strong evidence was obtained from the one-to-one interviews, observations, documentation, and access to the website and the council’s intranet which confirmed that:

- ❖ There is an overall and consistent understanding of the management of change process and how change is being managed effectively at corporate and service levels;
- ❖ WBC’s “Managing Change Group” have worked together to develop the Watford Managing Change Framework. The STEP CHANGE Framework – “listening/changing/improving” has been reviewed and updated to take account of constructive feedback and lessons learned from earlier “change” projects. Part of the commitment made by those on the Group is to provide support and advice to change managers on how to apply the Framework. The Framework can be adapted to reflect the needs and expected outcomes of a given project;
- ❖ During the development of the Framework, the Group took into account: best practice; WBC’s own learning from recent change management experience and its existing policies and procedures; the range of material provided by change consultants, Emerge; CLG’s and LGAs Change Management Toolkit; and other change management best practice including “John Kotter’s 8 steps to organisational change”, “Don Tosti’s Alignment Model” and the “Kubler-Ross Change Curve” as guidance to indicate what will be the most effective management behaviours at given points of the curve;
- ❖ WBC’s Managing Change Toolkit has been developed, and is being implemented, to support managers leading or managing change;
- ❖ People believed and gave examples of how the emphasis during managing change, has been focussed on people issues to support the process changes: *“helping people to work in new ways; setting out a vision for the change; showing empathy; providing support to overcome resistance to change; meaning full consultation at the right time; roles of managers; and taking account of the influence of the culture of an organisation on the transition”*;
- ❖ Employee Opinion Surveys are conducted every two years to measure the impact of changes. In addition, Customer Surveys, Feedback and Evaluations are used to maintain and improve Customer Service Excellence;
- ❖ The PDR system is on-line for all members of staff. The system includes regular, documented one-to one sessions and is subject to “Continuous Improvement”;
- ❖ Learning priorities are clear and linked to WBC’s strategic objectives and Managing Change;
- ❖ Since the June 2010 Assessment, every manager with staff responsibility has attended a “STEP “ programme, delivered by Reed Learning with an accomplished and experienced

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facilitator, trainer and coach who is also an ILM Centre Manager: Managing Performance; Managing through Times of Change; Step up to Leadership – Support/Transform/Engage/Perform; and Step Change – Listening/Changing/Improving. The Step Programme Modules are accredited by the ILM and, by completion of further dissertation module, course participants have been able to achieve the Level 5 Qualification in Management and Leadership;

- ❖ It was very evident that managers were applying the leadership and management skills gained with measurable improved performance. Course evaluation, measurement of impact and embedding skills are supported by: the agreement of learning contracts with the line manager; completion of pre and post programme activities; weekly Reflection Notes recording learning into practice and management performance; Personal Development Plan to be reviewed at one-to-one sessions with the line manager; Mentor Support; collaborative working within the Learning Set between Workshops and after completion of the programme; and a Workshop to deliver presentations to the MD and his SLT;
- ❖ A suite of programmes for non managerial staff, “Stepping Forward”, has been developed and will be delivered from Autumn 2013. It will be delivered in a context of: continuing public sector cuts; uncertainty about the future and a lack of job security; exposure to the recent outsourcing of large areas of the council; changes to organisation structure; and the completion of Phases 1 and 2 of Future Council with Phase 3 being imminent. *“Working life in WBC will change for virtually every employee. All will have lost colleagues; some will have competed for jobs and, for many, reporting arrangements will have changed. Change will impact people both practically and emotionally.”*

It was evident that WBC is giving consideration to all of the above issues associated with enabling the council to Manage Change, with efficient performance in the new working environment.

Priority Business Objectives:

- ❖ To ensure that the council’s people policies and practices are effectively aligned to business priorities;
- ❖ To ensure that learning and development strategies support the council’s goals and that we develop leaders, managers and staff with appropriate skills, knowledge and behaviour to support successful service delivery;
- ❖ To review the impact of recent changes on staff, to ensure that we continue to build morale and engagement through difficult times;
- ❖ To develop an improvement plan that will help to steer the council through future changes.

Evidence Summary

(Refer also to Appendix 3, Pages 19 & 20)

People’s policies and practices are effectively aligned to business priorities:

- ❖ WBC’s Vision and Core Values are well-established and have been reviewed as part of the Managing Change programme to ensure that they are relevant, up-to-date and aligned to the council’s Priorities;
- ❖ The four-year Corporate Plan is reviewed and updated each year to ensure that the council has the right priorities that reflect what is important to its residents and the challenges and opportunities faced by WBC and its Key Public/Private Partnerships, including the companies contracted to manage the outsourced service areas;
- ❖ KPIs and project milestones for the major projects are in place and are being achieved.

Learning and development strategies support the council's goals and that we develop leaders, managers and staff with appropriate skills, knowledge and behaviour to support successful service delivery:

In addition to the L&D programmes associated with Managing Change and the STEP programmes for Leadership and Development:

- ❖ Resources for L&D, including the regular, statutory and updating training programmes are made available;
- ❖ The impact is being and will be evaluated through the agreed action plans, the monthly one-to-one sessions and the annual Performance and Development Reviews (PDRs);
- ❖ The L&D Strategy builds the capability of the council, the teams and the individual members of the departmental teams;
- ❖ The L&D Plans take account of individual learning styles;
- ❖ People are involved in helping to make decisions about their own L&D;
- ❖ The L&D programmes are innovative and flexible and are being applied;
- ❖ There is a culture of continuous learning within WBC;
- ❖ Constructive feedback, peer support, work shadowing, coaching and mentoring are in place to support existing staff and new members of staff. The CSC teams demonstrate, to a very high level, the benefits of coaching;
- ❖ Induction processes, covering WBC's policies and procedures, are in place for both new staff and those members of staff changing roles and/or gaining promotion. The Corporate Induction Programme is enhanced and supported by a personalised programme within each service area;
- ❖ Systems are in place to ensure that the planned L&D activities have taken place and that the capabilities are being applied;
- ❖ Effective use of internal and external L&D resources is being made, including e-learning and distance learning programmes. "Learning Steps" – a brand new E Learning Platform, created especially for WBC and Three Rivers, has been launched recently. The Learning Management System, which holds a series of interactive computer-based course modules, is accessible within and outside the council offices. Benefits include the online evaluation for each module, encouragement of self-directed learning and knowledge sharing and the ability to enable the monitoring of L&D take-up and effectiveness;
- ❖ People are given the opportunity to achieve their full potential;
- ❖ All L&D activities are valued and celebrated and viewed as everyday activities;
- ❖ Career progression is given sufficient priority and supported by clear succession plans;
- ❖ Personal development is supported and encouraged both within WBC and, where appropriate, for those members of staff who were transferring to Capita and Veolia.

To review the impact of recent changes on staff, to ensure that we continue to build morale and engagement through difficult times:

The assessment interviews confirmed that communications concerning the need for the changes, the high levels of involvement in the Options for change and the opportunities to challenge management decisions have resulted in management and staff gaining a sense of ownership, maintaining morale and trust in the senior management:

- ❖ Biennial staff opinion surveys, benchmarked to earlier surveys;
- ❖ People's involvement in focus groups and working groups to improve performance and reduce costs;

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- ❖ Monthly Newsletter for staff, Wat's Up, is an invaluable source of information and a means of engaging staff;
- ❖ "Ask the MD/Ask Manny" and the MD's responses has encouraged people to challenge the management decisions;
- ❖ Consultation arrangements are in place to encourage people to take part in decision-making at both an individual and a representative level: core briefings; one-to-one sessions with line managers; team meetings; extended leadership team (ELT) meetings; six-monthly Managers' Forum; information updates on the Intranet;
- ❖ The improved version of the PDR, introduced for 2013/2014 is considered to be a major improvement over the previous systems. It is on-line and performance is measured against the four Behaviour Levels defined within the "How We Work" document, developed during 2012/2013, which links WBC's Priorities to management performance and the council's core values.

To develop an improvement plan that will help to steer the council through future changes.

- ❖ People management processes are continually reviewed and feedback is sought from individual members of staff;
- ❖ The PDR process is continually being reviewed and improvements have been made;
- ❖ Return to Work and Exit Interviews are in place for all leavers and the information is used to improve processes at organisational and departmental levels;
- ❖ Actions taken to improve Reward & Recognition following recommendations from the Managers' Forum and earlier Staff Opinion Surveys;
- ❖ Client Surveys and Feedback indicated significant improvements in the levels of client care;
- ❖ As a means of continuously improving the business, managers are involved in developing and implementing the priorities at an operational level, integrating them into everyday activities. Heads of Service review their department performance in relation to the council's KPIs and objectives and provide an update on progress for the ELT meetings;
- ❖ Key targets and priorities are reviewed and discussed at the ELT Meetings and action points are communicated to all managers for discussion at the Team Meetings and one-to-one monthly sessions with individual team members;
- ❖ Strategic L&D requirements are identified as part of the business planning process and the Training Plan is developed in conjunction with the ELT, Managers' Forum and the HR Team: full account is taken of the individual personal PDPs developed from the on-line PDR appraisal process;
- ❖ The HR Team – L&D Manager, HR Business Partners and HR Officers provide support and identify risks to managers but managers are fully responsible for decisions made with reference to WBC's Policies and Procedures and current legislation and local government requirements;
- ❖ L&D is planned to meet WBC's priorities, ILM, AAT, RICS, CI Building, CI Economic Development, CI Housing, CI Environmental Health, CI Town Planning, CIPD and the other professional associations: staff L&D is fully funded by the council;
- ❖ Career progression is evidenced by progression through internal promotion and transition between departments;
- ❖ On-the-job training – coaching/work shadowing/planned involvements in projects, supports the practical knowledge and skills required of promoted/probation/temporary staff completing their Job Roles and Responsibilities, accredited qualifications and Institute Membership programmes;
- ❖ Distance Learning programmes are available with facilities for private study: Resource Link, Learning Steps and the E Learning Platform.

Key Strengths and areas of good practice	
Leadership and Management Developments	<ul style="list-style-type: none"> ❖ The extent of consultation with management and staff prior to the design and implementation of the STEP Programmes; ❖ Compatibility with the Level 5 ILM Leadership and Management qualification; ❖ The strong emphasis placed on interpersonal styles; communication; change management; coaching to improve team and individual performance; agreement of learning and action plans with line managers and support to apply those plans during the programmes; ❖ The high levels of programme evaluation during the sessions, between modules, specific module on evaluation and longer term post-course evaluation to measure the impact on performance; ❖ Consistency of delivery – the same consultant for each programme; ❖ Development of learning partners/learning groups – regular meetings during working hours and social events to exchange best practice and support problem-solving; ❖ 'How We Work' document: "We deliver results; We set an example; We develop and grow; We work together."
Learning & Development Strategy	L&D requirements are identified as part of the business planning process in conjunction with the ELT and management, with measurable success criteria and a clear linkage to the council's KPIs and Priorities.
People Management	<p>First class Work Life Balance and Communications from the ELT and line managers. Coaching, especially within the CSC is part of WBC's culture. New members of staff and those recently promoted or transferred between service areas confirmed the equality of opportunity of the Recruitment and Selection process.</p> <p>Flexibility in working hours and availability of part-time contracts: the interview sample included a number of staff who had recently returned from maternity and those who had progressed from temporary to permanent contracts.</p> <p>Emphasis is given by the ELT and management to ensure people's work life balance is managed.</p> <p>WBC encourages its people to contribute their ideas to improve performance, client satisfaction and retention:</p>



	<p>this includes the Managers' Forum and a range of Focus Groups.</p> <p>Introduction of the Staff Excellence Awards (SEA), funded by WBC's commercial partners, to recognise the contribution people are making to delivering high quality services. Awards are made at an official ceremony.</p>
Leadership & Management	<p>Managers and their staff understand the leadership and management skills, knowledge and behaviours which are needed to lead, manage and develop people effectively.</p> <p>The Managing Change Toolkit has been developed and is being used to guide the council through periods of change and transformation, setting organisational standards of how change is expected to be managed.</p> <p>The Management Standards are documented within 'How We Work' and assessed as part of the PDR process. The recognition that further development and continuous improvement of the system are required is a major strength.</p> <p>It was evident that the management theory and skills developed as a result of the Step Up to Leadership Programme were being embedded within the council.</p>
Performance Measurement	<p>There are high levels of understanding by the ELT, managers and people within WBC of the impact that L&D and people management activities has on performance.</p> <p>Monthly reports on performance are discussed at the ELT Meetings with the progress which is being made, or not being made against the KPIs and Priorities.</p> <p>The Team Briefings and the Quarterly Feedback from the ELT staff with effective information on Business Reviews and further developments.</p> <p>The growth of individual members of staff, both in terms of new job roles or developing their own job role, provided good evidence of the benefits gained from the training needs assessment and the resulting L&D programme in terms of performance to the agreed targets.</p> <p>Measurable objectives have been set at all levels and there is a regular programme of one-to-one sessions as part of the PDR process.</p> <p>The new on-line/automated PDR system is highly regarded by both Team Members and their line management.</p>
Continuous Improvement	<p>There were many examples noted throughout the Assessment of how well the ELT and line management were making continuous improvements to WBC's</p>

	<p>approach to the development of its people and its processes in order to manage change and to provide effective services and support for residents and visitors to Watford.</p>
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Suggested Development Areas	
<p>Consolidation of the Leadership and Management skills throughout WBC</p>	
<p>Continuation of the development of the PDR process.</p>	<p>Include performance measurement against the Behaviour Levels defined within 'How We Work'. This Suggestion will provide a strong linkage between the levels of competence being assessed and the measurable outcomes from the L&D activities.</p>

Appendix 1 – Continuous Improvement Plan

Business Issue - What	Suggested Actions - How	Potential Benefit - Why	Priority - When	Solutions/Support Available - Who
Continue to gain benefits from the STEP programmes	Regular review and evaluation of the outcomes from the Leadership Programmes. Completion of the STEP programme for non managers from Autumn 2013. Encourage more managers to gain the Level 5 ILM Qualification in Leadership and Management. Continue the series of individual and learning team presentations to the ELT	Embedding the Leadership and Management skills developed and practised during the STEP Programmes Opportunity to develop the managers' Presentation Skills and ability to respond to challenges on their recommendations.	Medium	Participation by managers in the ILM Meetings, discussion groups. Commission regular Outturn Reports from the Reed Learning Consultant who delivered the programmes
Continuation in the development of the PDR system	Full implementation and performance assessment of the 'How We Work' frameworks.	Increase in staff motivation and the overall credibility of the performance management process.	Medium	Gain the agreement of the ELT, Managers' Forum, TU Reps and team members.

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<p>Gaining accreditation to the Investors in People Gold Standard.</p>	<p>Self Assessment against the additional Evidence Requirements. 36 ERs have been gained for the Bronze Standard. A further 90 ERs or more will be required to be recognised as Investors in People Gold if the Assessment is completed within 12 months.</p>	<p>National recognition of the significant improvements which have been made by the council in the quality and effectiveness of its people management</p>	<p>Medium</p>	<p>Consider attending the “Going for Gold Workshop” delivered regularly by EMB. Take up the opportunities to meet with other organisations that have gained Investors in People Bronze/Silver/Gold to benchmark and exchange good practice.</p>
<p>Recruitment of Apprentices</p>	<p>Respond to the opportunities and support currently being offered by the National Apprenticeship Service (NAS) and EMB Excellence to encourage employers to take on apprentices to develop their organisations.</p>	<p>Additional support for the council’s succession planning and policies for in-house skills development and internal promotion.</p>	<p>Medium</p>	<p>Contact NAS to determine the local availability of agencies that can deliver relevant learning and development to support WBC’s comprehensive suite of internal programmes, including E Learning.</p>

Appendix 2 – Assessment results summary

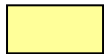
The Investors in People Framework
The Evidence Requirements

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	Total	
The Indicators	1	✓	✓	✓	✓	✓	✓	✓						✓																9	
	2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓																			12
	3	✓	✓	✓	✓	✓																									5
	4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓																				11
	5	✓	✓	✓	✓																										4
	6	✓	✓	✓																											3
	7	✓	✓	✓	✓	✓	✓	✓				✓			✓		✓		✓												11
	8	✓	✓	✓	✓	✓				✓			✓		✓																8
	9	✓	✓	✓	✓	✓	✓																								6
	10	✓	✓	✓	✓	✓	✓																								6
																The number of Evidence Requirements met is											75				

Key:



The Core Investors in People Standard



Your Choice from the Investors in People Framework



Not part of the Investors in People Framework

39 Evidence Requirements

36 Additional Evidence Requirements

26 Required to Achieve the Bronze Standard

Appendix 3 - Investors in People Single Framework Topics within a Business Context Exceptional; Strength; Good practice; Meets Standard with potential for improvement; Standard is not met

Evidence Requirements: 37 + 9 The Investors in People Standard. (Numbers after topic headings are the number of Evidence Requirements per topic) **Not included in the Review Assessment.**

	1	2	3	4	5	6	7	8	9	10
The Standard Good Practice	Vision, Purpose, Strategy & Plan. Planning involves staff groups, provides vision to improve performance with measurable objectives set at all levels of the organisation	L&D plans are in place. Learning priorities are clear and linked to the Business Plan. Resources for L&D made available. Staff involved in identifying development needs and the impact will be evaluated	Staff are encouraged to improve their own and others' performance with equality of opportunity for development and support	Leadership and Management capabilities are understood by all staff and are clearly defined	Leaders and managers are assessed and developed against the defined capabilities. Performance Management is in place for all staff	Systems are in place for senior managers and colleagues to give recognition to staff achievement & contribution. People believe their contribution is valued	Ownership & responsibility are encouraged. Staff are involved in decision-making	Systems are in place to ensure that planned L&D activities have taken place and learning is being applied. Induction processes are in place for new staff, trainees and those staff changing roles	Staff at all levels can describe how CPD & L&D activities have benefited the organisation, the team and the individual. Investment in L&D can be quantified and impact can be demonstrated	Systems are in place for evaluating how new practices have impacted on leading, managing and developing people. Evaluation results in improvements to people strategies and management

improving performance

Best Practice	<p>Clear Core Values relate to vision and strategy 4 (7, 13, 19, 24)</p> <p>Organisation has targets & success criteria. KPIs are used to improve performance 3 (9, 15, 21)</p> <p>Social & Community responsibilities are taken into account 3 (10, 16, 22)</p> <p>Social Responsibility Is part of the culture 3 (12, 18, 25)</p> <p>Core Values at the heart of company culture and ethos 5 (11, 13, 17, 23)</p> <p>People and stakeholders are involved in strategy development 3 (8, 14, 20)</p>	<p>Staff L&D strategy builds capability 2 (5, 8, 12, 14)</p> <p>People help make decisions about their own learning 3 (9, 13, 16)</p> <p>L&D is innovative and flexible: internal & external sources; peer coaching; & mentoring 1 (6)</p> <p>A culture of continuous learning 2 (7, 17)</p> <p>Plans take account of the learning styles of staff e.g. Visual, Auditory Digital, Kinaesthetic methods of delivery 2 (10, 15)</p> <p>Leaders are seen as role models for L&D 1 (11)</p>	<p>Recruitment and selection process meets the needs of the organisation and is efficient and effective 5 (6, 14, 19, 22, 27)</p> <p>Diverse and talented workforce is created with full DDA compliance 7 (7, 11, 12, 15, 20, 23, 28)</p> <p>Work life balance strategy meets peoples needs with link to performance improvement 6 (8, 13, 16, 21, 24, 29)</p> <p>Giving & receiving constructive feedback is valued 3 (9, 17, 25)</p> <p>Structure makes the most of peoples talents Development projects/Work Groups are given to staff 4 (10, 18, 20, 26)</p>	<p>L&M capabilities for now & future are defined 2 (4, 9)</p> <p>Managers are reviewed and supported to acquire capabilities 4 (5, 6, 10, 11)</p> <p>Leadership and management strategy is linked to business strategy and takes account of external good practice L&M programmes are effective 1 (7)</p> <p>Everyone is encouraged to develop leadership capabilities 3 (8, 12, 13)</p>	<p>Managers seen as role models for leadership, teamwork and sharing knowledge 2 (5, 6)</p> <p>Coaching is used to help staff achieve potential 1 (8, 12, 19, 25)</p> <p>Planning and development opportunities help to develop staff careers 6 (9, 11, 12, 16, 18, 23)</p> <p>Culture of openness and trust 3 (7, 21, 24)</p> <p>Top Managers are inspirational leaders 5 (7, 14, 15, 22, 23)</p> <p>Managers lead, manage and develop people in line with the organisation's values 1 (9)</p> <p>Managers encourage and people share knowledge within and across teams 1 (10, 17)</p> <p>Managers act on feedback to improve their L&M 2 (13, 20)</p>	<p>Reward and recognition strategies are linked to business strategy 2 (6, 15)</p> <p>Representative groups are consulted 5 (5, 8, 12, 14, 18)</p> <p>Senior managers demonstrate understanding of what motivates people 3 (4, 10, 16)</p> <p>Success is celebrated 2 (11, 17)</p> <p>Regular praise and feedback are encouraged – culture of praise and appreciation 1 (9)</p> <p>Colleagues achievements are recognised 2 (13, 19)</p>	<p>Effective consultation and involvement are evident and part of the culture 4 (4, 6, 7, 17)</p> <p>People are supported and trusted to make decisions 5 (9, 12, 13, 14, 15)</p> <p>Knowledge and information are shared 2 (5, 10)</p> <p>Staff feel empowered as decisions are devolved 1 (12)</p> <p>A culture of continuous improvement 2 (8, 11)</p> <p>People can challenge the way things work 1 (18)</p> <p>People have a sense of ownership and pride 1 (19)</p> <p>People are committed to the success of the organisation 1 (16)</p>	<p>Effective use of internal and external L&D resources – own staff expertise, coaching and mentoring 3 (4, 8, 13)</p> <p>Learning is an everyday activity and valued. Support given after L&D. Clear objectives for putting new skills and knowledge into practice. 6 (.6, 10, 11, 15, 16, 18)</p> <p>Innovative and flexible of approach to L&D 2 (5, 14)</p> <p>Clear opportunities for people to achieve full potential Career progression is given sufficient priority 1 (9)</p> <p>All learning including informal, formal, on and off the job, coaching & mentoring, is used and valued 1 (7, 17, 20)</p> <p>Support for personal development results in career progression 2 (12, 19)</p>	<p>Strategies for leading, managing and developing staff are evaluated for their impact on performance improvement 2 (6, 10)</p> <p>Flexible and effective approaches to measuring return on investment or value for money are evident Impact on achieving KPIs can be described 2 (7, 8)</p> <p>Return on investment in people is reported clearly to senior managers and the Board of Directors 1 (9)</p> <p>Performance improves as a result 3 (11, 13, 14)</p> <p>Career prospects improve 1 (12)</p>	<p>Self review and information from external reviews are used to identify areas for improvement 2 (4, 10)</p> <p>Effective feedback methods are used to understand peoples views of how they are managed – staff surveys 1 (6, 7, 9, 11, 12, 13, 14)</p> <p>Internal and external benchmarking is used 1 (8)</p> <p>Investors in People Specialist involvement provides impetus for further improvement 1 (5)</p> <p>People believe this is a great place to work 1 (15)</p>
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