Assessment report

Warwick District Council

Accreditation number: CEN-18-00431
Accreditation valid from: 16/07/2018
Assessment conducted by: Bob Morrison

V1.3

Contents

Acknowledgements

I would like to thank all staff within Warwick District Council for their very warm hospitality and active participation in this assessment. The commitment and transparency demonstrated by everyone exemplifies the high level of engagement and sense of pride that defines the Council.

In particular, I would like to acknowledge the assistance of Tracy Dolphin and Karen Weatherburn in making the arrangements for the assessment including compilation of a comprehensive range of documents for the desktop research..

Executive Summary

Warwick District Council have been accredited as Investors in People since 1998 and have held Bronze accreditation for the last three years having taken part as one of the first organisations to undertake the pilot for the 6th Generation of the IIP standard in 2015. The Council was assessed against the 6th generation of the Investors in People Standard for the second time in July 2018.

The Council has continued to evolve and develop its processes for managing and developing people using feedback from the last Investors in People assessment and interim reviews combined with internal reviews and benchmarking activity to determine where enhancements are best placed. This assessment was focussed on providing feedback on how well these processes have matured and the capacity to establish a sustainable high performing culture to support Fit for the Future.

This assessment commenced in May 2018 with the deployment of the online survey. A response rate of 52% was received and subsequently 37 people were interviewed during July 2018 from across the Council representing a range of roles and length of service and including council members. The visits included an observation of the Staff Expo, meetings with staff representatives and groups, meeting the People Strategy Steering Group (PSSG) and a review of over seventy documents or online materials.

The assessment concluded that Warwick District Council surpassed the minimum requirements of the Investors in People Standard and has demonstrated that the Council is currently operating at an Established level of organisational performance in seven out of nine of the key indicators with a number of additional themes performing at an advanced or high performing level as shown on the heat map on the next page. Consequently, **Warwick District Council is awarded Investors in People Silver accreditation until July 2021.**

The assessment confirmed that the Council has continued to improve in all nine indicators of the Standard with overall benchmark scores either above or equal to the public sector average for all accredited organisations that have completed Generation 6 framework. The development of a more cohesive People Strategy and establishment of the PSSG are examples of good practice that will ensure all aspects of organisational performance will continue to mature and evolve. Consistency of leadership and management has improved significantly but there remain some pockets of weak management practice at all levels. There were also some notable differences in perceptions when comparing the survey results from across the service areas.

There are numerous strengths that include:

- A clear vision and set of priorities
- A shared ethos that fuels a strong sense of pride and passion
- A strong commitment to managing, developing and supporting people that is actively promoted and demonstrated by both senior leaders and Council Members.
- Access to a blend of well-designed and engaging learning and development interventions
- A dedicated scrutiny group of members and officers with a clear remit of monitoring and evolving the people strategy

A key observation is that the organisation is collectively moving towards a high performing culture, but the current leadership model and practices have not yet adjusted to fully enable this culture. There are several recommendations included within the full report but the key recommendations to secure the capacity for high performance are:

Review and define the role of leaders in enabling high performance - To include a reflection on the strategic/tactical interface of SMT and CMT in forming and enabling strategic decision making. Also, to enhance the understanding and capabilities of all managers to facilitate a high-performance culture in all areas.

Establish and monitor measures of high performance - Making more effective use of metrics and benchmarks to monitor, review and communicate the impact of the People Strategy on performance

Refresh the core values – Ensuring that everyone understands that they remain valid and are more conscious of the associated behaviours when managing and celebrating performance.

Enable more collaboration and innovation- With a focus on facilitating more collaboration across teams and enabling innovative ideas to be considered and actioned with pace.

Improve planning and coordination of change - Taking a more planned approach to change projects that considered the impact on teams and their users at an earlier stage and coordinates change activities more effectively.

Recognition of teams on their achievements - Extending the best practice in recognising and celebrating individuals to improve how the achievements of teams can be recognised more overtly across the Council by their colleagues.

The accreditation is subject to review visits at 12 and 24 months after this assessment which will continue to explore the capacity to be high performing.

Warwick District Council assessment outcome
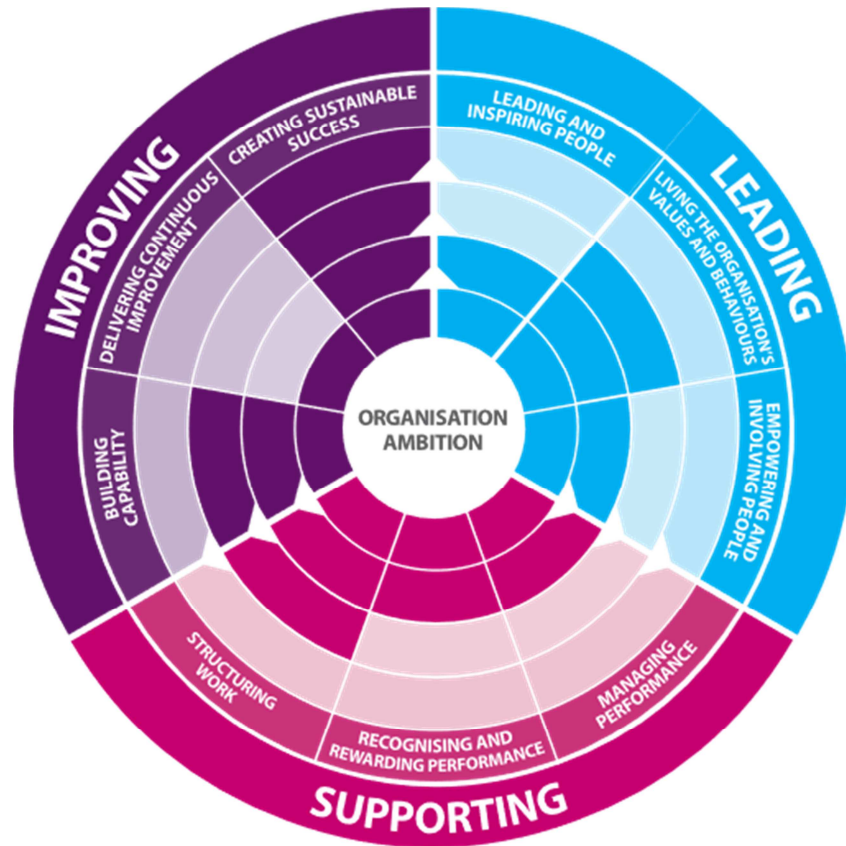
Warwick District Council final award outcome

Introduction

Warwick District Council sought re-assessment against the Investors in People standard in June 2018 following an agreed extension to the previous accreditation due to the initial delays incurred as one of the UK's first organisations to pilot the 6th generation of the IIP framework in 2015. The Council has continued to use the IIP Standard as a framework for benchmarking and evolving the way it manages and develops people.

Organisations that meet the world-recognised Investors in People Standard reflect the very best in people management excellence. Underpinning the Standard is the Investors in People Framework. Based on 25 years of leading practice, the latest research and workplace trends, the Investors in People Framework is organised around nine key indicators of high performance each with three underpinning themes.

To achieve accreditation, organisations are assessed against these themes and indicators, leading to an award level of standard, silver, gold or platinum, that represents the level of performance achieved, or the level of 'maturity', from a fundamental 'Developed' level to 'High performing'.

Assessment is carried out using surveys, interviews, meetings and observation. The approach taken in the assessment of Warwick District Council is summarised in a later section of the report. The accreditation awarded represents the current level achieved and the standard can be used to facilitate ongoing development of people management practices.

The Council opted for an Insights assessment that reports in depth on each of the 9 indicators and provides benchmark data against the previous assessment and results from all organisations that have undertaken the online survey.

Organisational context

The organisation

Warwick District Council is a local government district of central Warwickshire. The district comprises the towns of Warwick, Leamington Spa, Kenilworth and Whitnash, and includes the surrounding rural areas. The Council employs employing approximately 490 members of staff across several sites.

The Vision of the Council is

To make Warwick District, a great place to live, work and visit, where we aspire to build sustainable, safe, stronger and healthier communities

Values

- Honesty and Integrity
- Openness and transparency
- Fairness and Equity
- Community Focus
- Environmental Sensitivity

The values are also enshrined within the People Strategy designed to ensure the council will be "Fit For the Future"
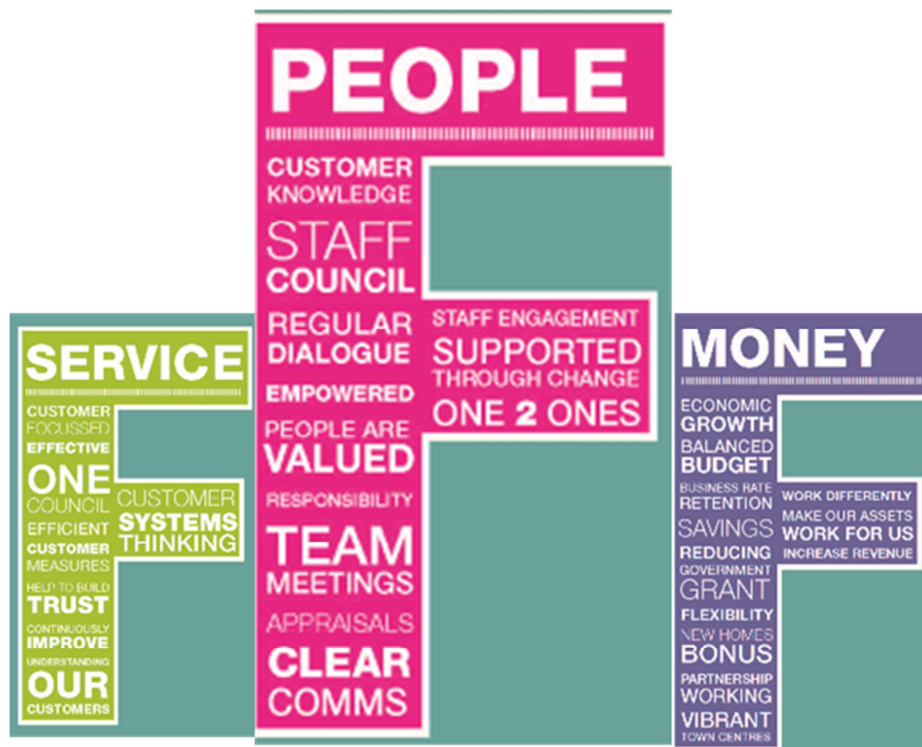
The people strategy is designed around 6 key themes to support the overall vision.

Strengths

The senior leaders within the context meeting described a number of strengths within the company that underpin their success. These include:

- Innovative with a can-do attitude
- Empowered and committed staff
- Investment in learning and development
- Long service and knowledge
- Resilience in dealing with change
- Listening and responsive
- Good relationship between governance and leadership
- Transparency and trust
- Forward thinking
- We never waste a crisis

Challenges

- Increasing number of regulatory frameworks such as GDPR
- Brexit causing uncertainty and distracting government from policy making and commitment to economy
- Scale of change due to growth in the District

- May 2019 Elections resulting in all seats up for election which may lead to no-overall control

- Boundary revisions

- Recruitment of specialist staff

- Introduction of Universal Credit

- Government Homeless Policy

Developments

- Relocation of the Council and introduction of more agile working

- Further development of IT infrastructure and tools

- Increase provision for apprentices

- Continue to embed the People Strategy

Metrics

The Council utilises a comprehensive range of metrics to monitor performance as required of local authorities and HM Government. They include:

- Staff engagement
- Fiscal performance
- Asset utilisation
- ICT support resolution
- Request processing
- Complaint handling
- Housing repairs, voids and rent recovery
- Media engagement – including social media and web utilisation
- Footfall and participation

In relating to people metrics, the organisation records and monitors a range of information including:

- Headcount, turnover and attrition
- Diversity
- Absence and attendance
- Compliance with performance
- Recruitment and retention
- Learning and development

In relation to the IIP accreditation process, the senior managers sought to gain further insight on:

- Staff perceptions of cross team collaboration
- Impact of large projects on day-to-day operations
- Feedback on perceptions from the Staff Expo

All aspects of the Investors in People Standard apply to the ambition but the key indicators that underpin the priorities in the strategy are:

1. Leading and inspiring people

3. Empowering and involving people

6. Structuring work

8. Delivering continuous improvement

9. Creating sustainable success

Warwick District Council's Self-diagnostic

The heat maps below summarise where Warwick District Council believes it currently sits against the each of the nine IIP indicators and where it aspires to be in order to achieve its organisational ambition. The shaded cells represent the maturity level against each indicator. The more cells shaded the more mature and embedded the practices are within Warwick District Council.

Having carefully considered the IIP Framework, Warwick District Council believe that they are Developed in all indicators of performance with three indicators at an Established level, three at Advanced and one at High Performing.

Warwick District Council 'As Is' heat map
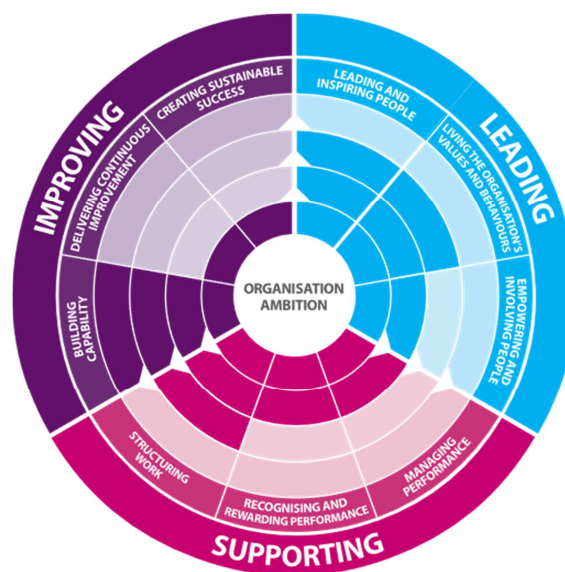
Aspiration or 'To-be' heat map
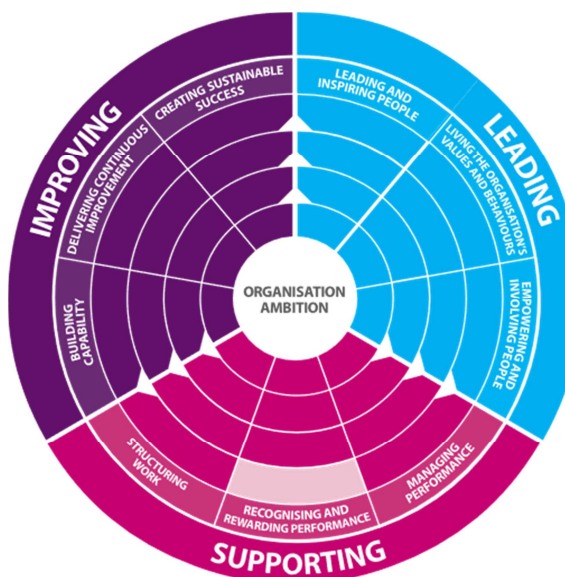
Assessment Approach

The online assessment was deployed to 471 employees and we saw a response of 52%. This was above the international Investors in People guidelines and therefore the sample is considered statistically relevant.

Based on the finding from the online assessment, we interviewed 37 people from across the organisation over four days either face to face or by telephone within a confidential setting. These included Council members and employee representatives.

Observation activities included:

- Attendance at the Staff Roadshow event including a presentation by the CEO
- Meeting with SMT and CMT
- Meeting with the People Strategy Steering Group (PSSG)
- Meeting with the Staff Voice Group
- Meeting with Staff Welfare Group
- Review of the Intranet content
- General observations of staff interactions in offices

A comprehensive range of documents were reviewed including:
- Strategic and service area plans
- People Strategy and reports to PSSG
- Terms of reference
- Minutes of meetings including Managers Forum, PSSG and Workforce Steering Group
- Performance appraisal documentation and reports
- HR Metrics
- Policies and procedures relating to people management
- Communications strategy and examples
- Corporate Training information and processes
- Staff engagement documents
- Staff voice TOR and minutes
- Recruitment documents and employee branding
- Reward and recognition examples and documents
- Staff awards
- Succession planning
- Equality and Diversity documents and examples
- LGA peer review and response
- External links and network information
- Staff conference materials and presentations.

Survey response rates

We received a 52% response rate with a good level of response from most areas of the Council. Whilst the range of responses from each group was broad, the overall response rate was above the minimum required for the results to be statistically valid.

Overview

TOTAL RESPONSES   243 responses out of 471 (52%)

RESPONSE METHOD

Email link: 231 responses out of 243   Open access: 12 responses out of 243

By Team

ASSET MANAGEMENT   9 responses out of 24

CHIEF EXEC OFFICE   31 responses out of 48

CULTURAL SERVICES   28 responses out of 50

DEVELOPMENT SERVICES   24 responses out of 63
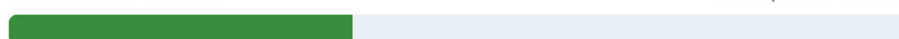
FINANCE   37 responses out of 79

HEALTH & COMMUNITY PROTECTION   19 responses out of 40
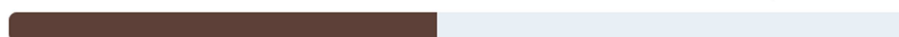
HOUSING - SUSTAINING TENANCIES   25 responses out of 50

HOUSING Â€" HOUSING MANAGEMENT   23 responses out of 38

MANAGERS FORUM   31 responses out of 36

NEIGHBOURHOOD SERVICES   16 responses out of 43
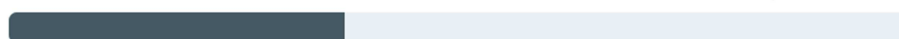
Bias and variance

The number of responses for each group were sufficient to avoid the risk of significant statistical bias but caution should be taken with the results for Asset Management, Development services and Neighbourhood Services due to the relative small numbers that can influence the percentages reported in the survey.

There was some variance across the groups which is illustrated later in this report under each indicator.

Detailed Assessment Outcome

The following sections provide a detailed analysis of Warwick District Council's assessment against the IIP framework. It commences with the benchmark scores and follows with an analysis for each of the nine indicators. The table in Annex 1 shows the assessed maturity level for each of the 27 themes within the IIP framework.

Benchmarks

For the purposes of establishing an industry benchmark, data collected from the Public Administration and Defence sector has been used as a benchmark and is shown below.

Warwick District Council benchmark

ORGANISATION'S IIP BENCHMARK

● **679**

AVERAGE IIP BENCHMARK *

● **725**

AVERAGE INDUSTRY BENCHMARK

● **670**

Showing results for Public Administration and Defence

679
out of 900
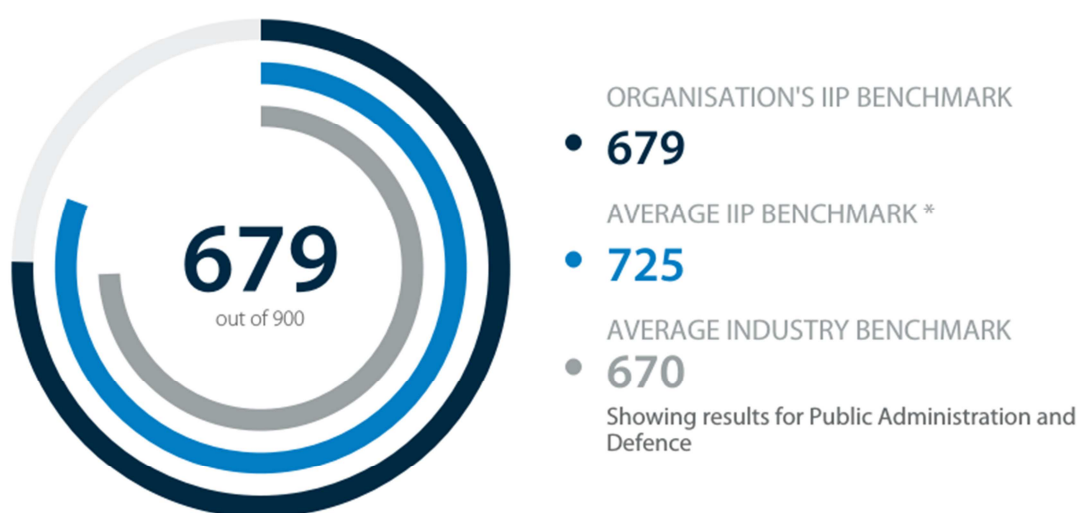
* This reveals the average IIP Benchmark for all organisations who have undertaken the survey.

Note – Benchmark data accurate as at 1st August 2018

The benchmark score of 679 out of a maximum of 900 suggests that the Council is currently performing below the average for the whole Investors in People community by 46 points and outperforming the sector by 9 points.

Summary of online assessment results

This shows a summary of results for all nine indicators including an average score out of a maximum of 7 (strong agreement) including the variation from the 2015 Investors in People survey and the current average for all Public Sector organisations that have taken the survey up until July 2018. A score of 3.5 reflects a neutral average response.

Indicator summary

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Benchmark score (max 7)	Compare 2015 Survey	Compare Public Sector
INDICATOR 1 Leading and inspiring people	13.9%	34.4%	22.8%	13.0%	6.4%	6.1%	3.5%	5	+0.3	0.0
INDICATOR 2 Living the organisation's values and behaviours	21.9%	45.0%	16.7%	10.6%	1.9%	2.1%	1.8%	5.6	+0.3	+0.1
INDICATOR 3 Empowering and involving people	22.0%	40.2%	18.3%	6.3%	5.6%	3.9%	3.7%	5.4	-0.0	-0.0
INDICATOR 4 Managing performance	23.3%	40.3%	13.5%	10.1%	3.5%	6.2%	3.2%	5.4	+0.1	-0.0
INDICATOR 5 Recognising and rewarding high performance	10.8%	23.8%	20.9%	15.6%	9.9%	11.4%	7.6%	4.5	+0.3	-0.1
INDICATOR 6 Structuring work	24.6%	42.9%	16.5%	8.2%	3.3%	2.5%	2.1%	5.6	+0.2	+0.1
INDICATOR 7 Building capability	16.7%	38.4%	18.4%	14.2%	3.5%	5.7%	3.0%	5.2	+0.5	+0.2
INDICATOR 8 Delivering continuous improvement	18.0%	36.8%	20.9%	14.0%	3.0%	5.2%	2.1%	5.3	+0.2	0.0
INDICATOR 9 Creating sustainable success	21.4%	43.5%	18.6%	9.6%	1.6%	2.9%	2.4%	5.6	+0.2	+0.2

Themes – (Highs and Lows)

Each of the nine indicators is underpinned by three themes resulting in a total of twenty-seven themes. This graph shows the five highest and five lowest scoring themes against the averages for all accredited organisations that have completed a survey. The maximum score is 7.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Benchmark score (max 7)	Compare 2015 Survey	Compare Public Sector
Highs										
Enabling collaborative working INDICATOR 6: Structuring work	27.2%	49.0%	15.2%	6.2%	1.6%	0.4%	0.4%	5.9	+0.7	+0.5
Adopting the values INDICATOR 2: Living the organisation's values and behaviours	25.7%	49.8%	14.8%	5.3%	0.8%	1.6%	1.9%	5.8	+0.2	+0.1
Understanding the external context INDICATOR 9: Creating sustainable success	25.9%	46.1%	13.2%	10.3%	0.8%	2.9%	0.8%	5.7	-0.3	-0.1
Making decisions INDICATOR 3: Empowering and involving people	27.2%	46.1%	13.6%	3.3%	4.5%	2.5%	2.9%	5.7	+0.1	+0.1
Focusing on the future INDICATOR 9: Creating sustainable success	23.0%	44.4%	19.3%	7.8%	1.4%	1.9%	2.1%	5.7	+0.5	+0.4
Lows										
Adopting a culture of recognition INDICATOR 5: Recognising and rewarding high performance	15.6%	29.6%	24.7%	9.9%	6.2%	7.4%	6.6%	4.9	+0.1	-0.1
Deploying the right people at the right time INDICATOR 7: Building capability	9.5%	28.4%	19.3%	18.9%	6.6%	9.5%	7.8%	4.6	+0.3	0.0
Recognising and rewarding people INDICATOR 5: Recognising and rewarding high performance	10.9%	23.0%	22.0%	14.8%	10.5%	11.7%	7.0%	4.5	+0.5	+0.1
Developing leadership capability INDICATOR 1: Leading and inspiring people	4.5%	18.1%	31.3%	22.6%	10.3%	9.9%	3.3%	4.4	+0.1	-0.1
Designing an approach to recognition and reward INDICATOR 5: Recognising and rewarding high performance	5.8%	19.3%	14.8%	23.0%	12.3%	14.8%	9.9%	4	-0.1	-0.4

Indicator 1: Leading and Inspiring People

This indicator explores how the business leaders in the organisation communicate the vision and objectives clearly and inspire people to deliver them. The extent to which people trust leaders is also explored.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
Management communicates the organisation's ambition	14.4%	49.8%	19.8%	6.6%	2.9%	3.3%	3.3%
I trust the leaders of my organisation	16.9%	42.4%	18.9%	9.9%	5.8%	2.5%	3.7%
My organisation develops great leaders	4.5%	18.1%	31.3%	22.6%	10.3%	9.9%	3.3%
My manager motivates me to achieve my best	19.8%	27.2%	21.4%	12.8%	6.6%	8.6%	3.7%
Optional Questions							
I feel motivated to achieve my best	21.0%	35.4%	16.9%	9.9%	5.3%	7.0%	4.5%

5.0 This indicator produced a benchmark score of 5.0 which was on a par with the public sector average and improved on the score of 4.2 in 2015, although it was the second lowest scoring indicator for this assessment. The benchmark scores for each department varied across the Council, ranging from 4.1 for Asset Management up to 5.7 for Development Services. Taking a closer look at the questions it would appear that weaker perceptions of how well the Council develops great leaders has had a significant impact on the overall score for the indicator. Nearly a quarter (23%) of all respondents remained neutral when asked if the council develops great leaders. Another quarter (24%) disagreed to some extent. The majority of the positive responses only somewhat agreed (31%) with the proposition.

People were far more positive about how well management communicate the council's ambition with 84% providing a positive response overall. People also gave a positive response in relation to the perceptions of trust in leadership with 78% providing a positive response, including 17% strongly agreeing. The responses were slightly more muted when people asked if managers motivated them to achieve their best with 69% providing a positive response although 13% remained neutral. However, when asked if they feel motivated to achieve the best, the scores were slightly higher, with 73% providing a positive response, including 35% agreeing and 21% strongly agreeing, suggesting that self-motivation regardless of management engagement was high.

Leading and inspiring people

The observation of the staff conference included a concise but engaging presentation by the Chief Executive on the current level of progress within the Council as well as the external influences and the priorities for the future. Feedback from interviewees combined with desktop research that included the long-term priorities within Fit for the Future and operational plans confirmed that everybody had a clear understanding of the overall vision and had been given opportunities to ask questions, clarify their understanding and make suggestions for changes in the way that plans are implemented.

Prior to the staff conference, the Chief Executive had also visited several teams to gain an insight into the current understanding of the Council's strategy and listen to opinions about the future which were responded to within the address or online documents.

Additionally, people can raise questions through the own line managers or via email if required. There is also a platform within the intranet known as "The Rumour Mill" which provides an opportunity for people to raise any ideas or concerns anonymously and receive a response via the platform.

Most people believe that internal communications had improved significantly over the last 2 to 3 years in terms of access to information, response to the interventions and transparency from the top. Whilst there were some examples of issues that have been escalated taking some time to receive a response, most people believed there was a good intent to provide answers when possible. For example, updates on progress with the planned relocation of council offices, including initial plans for layout, parking and a more agile way of working.

Most people confirmed that they experienced an effective matrix of meetings, briefings, newsletters and updates that included regular team meetings, sharing of information between teams, access to key information online and a clear understanding of who to refer to for further or specialist information. They also felt confident they could approach any colleague and receive a timely response to clarify understanding or gain further guidance and support. A small number indicated that their meetings with their manager were too infrequent or lacked the opportunity to ask questions.

The intranet provides some information about work being undertaken by other teams as well as responses to frequently asked questions and concerns. The staff expo provides an opportunity for people to meet colleagues from other departments and learn about their purpose, priorities and achievements which has led to further opportunities to collaborate and promote the wider service provision of the council

Most people believe that the levels of trust and transparency that exists within the Council had also improved in the last 2 to 3 years with interviewees explaining they had experienced a very high level of trust when reflecting upon how most council members and the Chief Executive engaged with them. Some believed this was not consistently reflected in the way

that a minority of other senior leaders and managers operated and behaved, which was also reflected in the online results. It was acknowledged that there have been changes in the leadership within some departments which had already started to improve perceptions of trust and transparency. However, there remains a significant number of people who felt that there could be greater delegation of some decisions and discussions with staff when developing some policies.

Motivating people to deliver the organisation objectives.

Nearly everyone believed they understood the key objectives within the Fit for the Future strategy and operational plans. Interviewees and people attending the staff expo could explain in plain language how their own responsibilities related to the strategic aims and their own departmental or team priorities. These priorities are frequently referenced within team meetings and were a feature of personal objectives setting for most people. Nearly everyone believed that their line manager as well as team colleagues were supportive in helping them to achieve these objectives by providing additional time and support, enabling them to overcome obstacles and provide opportunities to develop new skills or knowledge if necessary.

The majority of people believe that the passion demonstrated by the Chief Executive for delivering high standards of service to the community as described within fit the future was reflected in the way that most senior leaders and line managers encouraged them to deliver outcomes. The staff expo was regarded as a source of both inspiration and encouragement because it provided a platform for the Chief Executive to convey his own sense of passion and also to experience the pride and commitment that was demonstrated by colleagues from other teams. The intranet includes a number of video clips and case studies of staff demonstrating their pride and passion in working for the Council and the impact it has on the community.

Most people gave examples of how they have routinely discussed progress with these objectives and taken action to ensure they are being addressed where necessary. There remain a very small number of examples where infrequent discussions with the line manager (or a change in manager) have either delayed delivery of the objectives or there has been a change of focus for the team that has not been communicated effectively.

Developing leadership capability

Most of the line managers that were interviewed demonstrated a high level of confidence that they understood their role and responsibilities in managing and developing people although their descriptions were varied in terms of detail and alignment with the relevant values. These responsibilities are defined within role descriptions and an emerging set of management competencies. Leadership and management development alongside additional guidance within the HR policies ensures that managers understand their responsibilities and have enough clarity about how they should manage performance in line with the values. The Council has recently introduced a tailored induction process for newly appointed managers.

Several managers gave examples of how recent management development programmes alongside coaching and guidance from HR specialists had helped them develop their management skills. These examples included undertaking courageous conversations,

developing Personal Development Plans (PDPs) from appraisals, communication skills and dealing with different levels of motivation and performance. There were some managers who felt they would benefit from further development of management skills beyond knowledge of the HR procedures for discipline, managing absence and appraisal. They had not discussed this with their own line manager.

Most people also believe they have a good understanding of the Council's expectations of their line managers and about two-thirds of those interviewed have provided some form of feedback to their line manager either on request or as part of the appraisal process. Two managers have made their own arrangements for more detailed 360-degree feedback. Some feedback has also been extrapolated from the previous Investors in People surveys, internal audits and review processes such as the recent LGA peer review.

Is clear that the consistency and quality of management effectiveness in relation to line management support has improved significantly since the last Investors in People review with only a few examples of weaker or inadequate support by line managers being evidenced.

> "I think the way people are managed and supported by their line managers has improved over the last two years with far fewer examples of poor management as managers have moved on or improve their skills. I am less worried about moving teams than I was before"
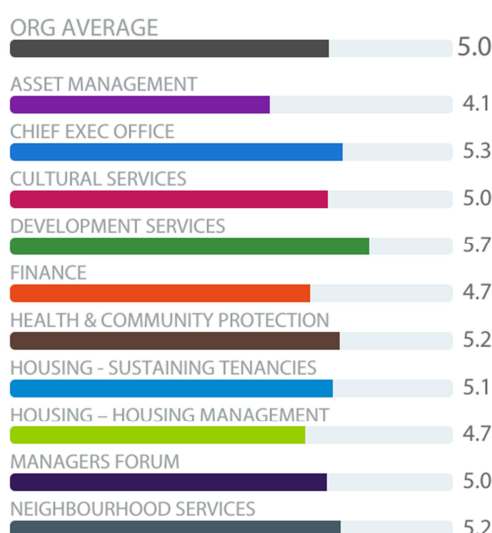
Whilst line management effectiveness has improved, several interviewees including managers indicated that the understanding of leadership responsibilities and how these enable high performance was less clear and consistent. This may explain why the results of the online survey were more muted when people ask if the council develops great leaders.

Feedback from middle and senior managers suggests that the interface between tactical and strategic leadership is not consistently understood with a number of managers believing there could be greater delegation of decision-making within the strategic framework which will reduce the need to escalate some issues to the most senior leaders and save time implementing the outcomes. At an operational level, leaders and some team members are also aware of this lack of clarity about leadership roles and responsibilities. The LGA peer-review also highlighted the need to clarify the interface between the strategic and tactical leadership.

> "We still have to wait for permission from some senior managers before we can proceed with what will appear to be the most obvious solution, given how well we now understand the overall aim of the service. On one occasion, the permission arrived several days after the event should have taken place"

Over recent years, there has been closer engagement between SMT and CMT and the development of a wider Managers Forum to improve communications across management levels and understanding of strategic issues. Feedback from interviewees combined with desktop analysis of the online results and the peer review suggests that these developments combined with greater levels of

Indicator 1: Leading and inspiring people

ORG AVERAGE	5.0
ASSET MANAGEMENT	4.1
CHIEF EXEC OFFICE	5.3
CULTURAL SERVICES	5.0
DEVELOPMENT SERVICES	5.7
FINANCE	4.7
HEALTH & COMMUNITY PROTECTION	5.2
HOUSING - SUSTAINING TENANCIES	5.1
HOUSING – HOUSING MANAGEMENT	4.7
MANAGERS FORUM	5.0
NEIGHBOURHOOD SERVICES	5.2

transparency have helped develop a wider and deeper understanding of the strategic landscape.

Consequently, middle managers are increasingly more confident that they can make decisions in line with the strategy and are more able to contribute to the strategic development of the Council. Conversely some senior leaders expressed some mild frustration that middle or tactical leaders do not fully engage with the strategy.

> *"I think we have been more involved in understanding and helping (to some extent) shape strategic decisions, but we have not adapted the way we lead in a way that makes best use of this knowledge and transparency. We have not grasped the responsibility and they (senior leaders) have not necessarily let go"*

> *"We have deliberately involved more of our leaders in discussing strategic changes and challenges, but I do not think they are picking up the responsibility we expect of them in this area."*

Consequently, there appears to be some incongruence in the way that leadership is demonstrated at a tactical and strategic level, which has had an impact on operational management in some areas, as well as the capacity to enable and sustain a high-performance leadership culture. In many ways, the high level of faith in the Chief Executive and leadership of the council compensates for these inconsistencies by inspiring people to achieve the strategic objectives.

Performance level achieved

Indicator 1 - Leading and inspiring people: **Established**

Potential areas for further development of this indicator

The overall leadership culture including the respective roles and responsibilities of tactical and strategic leaders has not evolved sufficiently to enable and sustain the ambition for high performance and greater efficiency which will be critical to the success of a more agile and responsive council in the future.

- Consider how you would revisit the strategic and tactical responsibilities and expectations of SMT and CMT to facilitate a culture of enabling others rather than directing them. This may require some facilitated, reflective review of current perceptions and abilities of all senior leaders and learning from best practice in other organisations. Further development may be required in the development of strategic and tactical competencies, providing coaching opportunities and enabling mentoring within the existing leadership groups.

Whilst there is a clear on-boarding or induction process for newly appointed line managers, this appears to be relatively recent development and it was clear that some line managers were unaware of their full responsibilities and lack confidence in enabling and managing performance. The aspiration to deliver high-performance requires the development of high-performance leadership and management capabilities at all levels.

- Consider how you could ensure that all managers are both confident and competent in facilitating high performance in line with the values and leadership approach demonstrated by some senior leaders such as chief executive.

Indicator 2: Living the organisation's values and behaviours

This indicator explores how senior managers and employees act in line with organisational values and whether people have the courage and support to challenge inconsistencies

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
The values at my organisation guide the way we work	10.3%	42.0%	19.3%	16.0%	5.8%	3.3%	3.3%
My organisation has clear values	25.1%	50.2%	15.2%	3.7%	1.6%	2.1%	2.1%
I share my organisation's values	26.3%	49.4%	14.4%	7.0%	0.0%	1.2%	1.6%
My behaviour reflects the organisation's values	35.0%	47.7%	11.1%	4.5%	0.0%	0.8%	0.8%
I challenge behaviours which don't match the organisation's values	12.8%	35.8%	23.5%	21.8%	2.1%	2.9%	1.2%

5.6 This indicator produced one of the highest benchmark scores of 5.6 alongside structuring work and creating sustainable success. It is marginally above the national average and also improves upon the 2015 score of 5.3. There was a strong level of positive response across the five questions that contribute to this indicator with most areas scoring highly in the agree category and about a quarter strongly agreeing. Nine out of every ten respondents believed to some extent that the Council has clear values that they shared with their own personal value base. The highest scoring question related to how well people believed their behaviour reflected the Council's values with 35% strongly agreeing and 48% agreeing.

Most people also believed that they challenge behaviours that do not reflect the organisations values. (72% positive), although 22% remained neutral. The feedback in interviews indicates that this neutral figure is mostly due to the fact that many people have not seen the need to challenge behaviour because it was consistently in line with the values they expect of their colleagues.

Operating in line with values.

The core values of *Honesty and Integrity, Openness and transparency, Fairness and Equity, Community Focus and Environmental Sensitivity* have been established for some time and are consistently promoted within the Council's long-term strategy, the people strategy, information provided for potential recruits and the appraisal process. They are also included within the induction programme and embroidered within the ID lanyards issued to all staff. The Chief Executive's presentation to staff conference referred to these values and how they relate to future developments, as well as the strength of the Council and its workforce. Most of the recently appointed staff, explained how the values had been promoted with a high profile within their induction although some noted that the specific values were rarely mentioned in the subsequent weeks or months.

Although there were some exceptions relating to behaviour of colleagues including managers, the majority of people believed that the values were embedded within Warwick District Council to such an extent that people would find it difficult to operate outside of the behaviours expected of them. They indicated that most decisions about how they are led, managed and developed would be influenced by the ethos.

While many leaders found it difficult to cite an example of how the values had influenced the way they make decisions and operate, there was a strong and consistent belief that it was highly unlikely that they would operate in a way that is contrary to the broad values. They explained that the Council has a strong focus on community and acting fairly when dealing with the public and other stakeholders such as external agencies, other local authorities and government representatives.

The focus on values has also driven improvements to openness and transparency with the workforce as demonstrated elsewhere in this report. Leaders also explained how professional integrity and honesty encouraged them to quickly admit to any mistakes and explore opportunities to learn from them and improve services. Recently appointed leaders with experience of other organisations had noticed the high degree of transparency, openness and focus on the community that exemplifies the values. Leaders also explained how they looked for similar values and a commitment to embrace the ethos of district council when identifying partners and contractors.

> *"We expect a high level of transparency and integrity from our contractors so that we have honest discussions about performance and remain focused on our customers even if that includes admitting to our mistakes and paying a little more to achieve something that is fairer and more appropriate for the environment in the long term."*

Adopting the values

Everyone could confirm that the values have been communicated to them and most could describe the specific values without referring to their lanyard. Several could also describe the range of behaviours expected of everyone that underpinned the values They also believed that the values were a critical part of the success of the Council and ensuring that it is a great place to work. The feedback from interviewees resonated with the outcome of the online survey with nearly everyone believing that their own behaviour reflected the values of the organisation with an obvious sense of pride and mild passion for working in accordance with this ethos.

For many, the values exemplify and endorse their own sense of purpose in working within the public sector and delivering services for the community that is supported by Warwick District Council. There were several examples of people taking action to go out of their way

to deliver the service or support a colleague rather than do the bare minimum that is expected of the role or task. These examples included individuals taking time to find the right colleague or service in response to a visitor's need for information on elections and benefits or contacting another team to admit to an error in a data report they were sent. Reception staff were observed going out of their way to contact a partner authority and handing the phone over to a visitor to deal with a planning enquiry rather than send them across town to the correct location.

Living the values

The values and related behaviours our referenced within the appraisal process because they are embedded within the five core competencies.   They are intended to encourage people to reflect on how well they demonstrate the behaviours alongside other aspects of their performance. Although several appraisal discussions did not directly discuss behaviours, most believe they are actively encouraged to demonstrate them within their role. However, many of the interviewees indicated they did not receive specific feedback about their behaviours from their line manager during the Appraisal and one-to-one meetings.   Most of the review is tentatively based on the individual's own description of how they demonstrate the values.
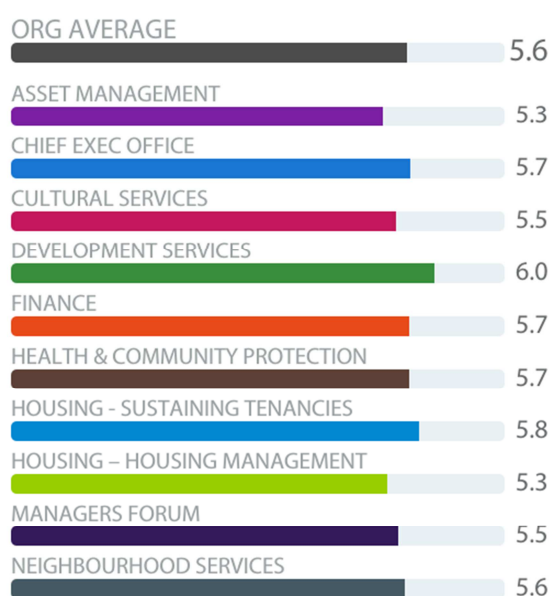
> *"We are all about the values. We live and breathe them everyday"*

Although some were unsure of how well they're expected to demonstrate each of the values they do not believe there are mutually exclusive and frequently felt that a specific behaviour or approach to dealing with colleagues or customers would demonstrate how they met the needs of several values.

It is also clear from discussions with staff working closely with council members and the meeting with members of the People Strategy Steering Group that everyone is encouraged to reflect the values in the way they deal with each other across the political groups and with other agencies.   These meetings clearly exemplified the way the ethos pervades every aspect of working within Warwick District Council.

Senior leaders have consistently worked at developing a culture within the council that fosters a values-based approach to working collaboratively and promoting these values. They have encouraged discussions about behaviour and highlighted best practice, providing opportunities for people to work with integrity, honesty and transparency whilst remaining focused on the community's needs. This includes reacting in a non-judgemental way to errors and delays, providing a high level of support in dealing with difficult situations and

Indicator 2: Living the organisation's values and behaviours

ORG AVERAGE	5.6
ASSET MANAGEMENT	5.3
CHIEF EXEC OFFICE	5.7
CULTURAL SERVICES	5.5
DEVELOPMENT SERVICES	6.0
FINANCE	5.7
HEALTH & COMMUNITY PROTECTION	5.7
HOUSING - SUSTAINING TENANCIES	5.8
HOUSING – HOUSING MANAGEMENT	5.3
MANAGERS FORUM	5.5
NEIGHBOURHOOD SERVICES	5.6

challenging teams to consider the impact of their work during team meetings and one-to-one discussions.

Whilst several people indicated they either felt (or would feel) comfortable about challenging colleagues and managers about behaviour that was not consistent with the values, there remain a significant minority who did not feel confident when inappropriate behaviour was displayed by more senior managers, although they did believe this was improving. Some examples related to a perceived lack of transparency portrayed by managers when asked about decisions such as the restructuring and pay reward that have been escalated to a higher level.

In January 2018 the Council undertook an internal cultural audit as part of the commitment to examine aspects of corporate governance which included a look at how well the organisation values are communicated, understood and reviewed. The audit explored evidence from a range of influences and indicators of how well the values were being applied, including complaints, access to training, whistleblowing and compliance with HR practices. It is extremely rare for organisations to carry out such cultural audits and in many ways, this represents an aspect of best practice that underlines how important the culture is within Warwick District Council and delivering its ambition.

Performance level achieved

Indicator 2 - Living the organisation's values and behaviours: **Advanced**

Potential areas for further development of this indicator

Some interviewees were unclear about the specific values because they have been established over some time and they lacked the higher profile that existed when they were introduced.

- There may be some merit in refreshing the way the values are promoted with clear reference to the specific values and associated behaviours. This could include a clear invitation to everyone to constructively challenge behaviours that were inconsistent with the values regardless of who they were referring to. Some managers have encouraged their teams to periodically explore a specific value and how they demonstrate the related behaviours.

Whilst the appraisal and related guidance encourages people to discuss the behaviours related to values of part of the performance review, it would appear that very few managers proactively give feedback about behaviour consistently unless there has been some difficulty.

- Consider how you can revise guidance and encourage managers to take a more proactive approach to giving feedback about behaviour within the appraisal and during other one-to-one opportunities.

Indicator 3: Empowering and involving people

The indicator explores how the organisation empowers people to make decisions within a culture of trust and ownership.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I have all the information I need to do my job well	9.9%	42.8%	25.1%	4.9%	7.8%	5.3%	4.1%
I am encouraged to use initiative in my role	34.2%	39.9%	11.9%	6.2%	2.5%	2.1%	3.3%
I have a say in decisions that affect my role	16.9%	32.1%	22.6%	10.7%	7.4%	5.8%	4.5%
I am trusted to make decisions in my role	27.2%	46.1%	13.6%	3.3%	4.5%	2.5%	2.9%
Optional Questions							
I understand what is expected of me in my role	26.7%	51.0%	13.2%	3.3%	2.5%	2.1%	1.2%
I feel supported by my manager	26.7%	35.8%	15.2%	8.6%	6.2%	3.7%	3.7%

5.4 The survey responses suggest that a clear majority of people feel they are empowered and involved within decision-making, having good access to the information as they require it. The benchmark score of 5.4 for empowering involving people is on a par with the national average and has not changed since the 2015 survey. 86% of respondents believed they were encouraged to use their initiative in their role with 34% strongly agreeing and 40% agreeing. A similar number (87%) believed to some extent they were trusted to make decisions, with 46% agreeing and 27% strongly agreeing.

The responses were slightly more muted when asked if they have all the information they need to do their job well. (76% positive) and if they have a say in decisions that affect their role (71% positive). Over half of respondents agreed that they understood what is expected of them with a further quarter (27%) strongly agreeing. Over three-quarters of respondents (76%) believe they are supported by their manager to some extent, with one in four (27%) strongly agreeing and two out of three (36%) agreeing

Empowering people

Nearly everyone believed that they were given sufficient access to the information, guidance and sources of expertise they required to carry out their role efficiently and to make their own decisions. This information is either available via the intranet, through a few dedicated knowledge databases, or via a network of colleagues with expertise or knowledge on specific topics. Most documents and procedures are available digitally, making it easy to access for most people. Those who do not have regular access to technology confirm that they were given sufficient information and hardcopy documents available within their location to access when required. If the information was not available, they were confident that this would be provided quickly by a colleague or their line manager.

About 17% of respondents in the survey indicated that they did not have access to sufficient information to carry out their role. Feedback from interviewees suggest that some of this information that was difficult access was managed by other teams, stakeholders or partners where there were different protocols for accessing documents and they were not informed about changes. A few interviewees also indicated that some internal documentation was either out of date or difficult to locate within the system although most felt they could resolve this within a relatively short timescale.

A minority of interviewees also suggested that senior managers could share more information about future developments and planned changes so that they can respond accordingly and make appropriate decisions without having to escalate a question or revisiting decisions that have had to be reversed.

Interviewees also confirmed they were confident that they could make improvements to the way they carried out their role and responsibilities, provided these stayed within clearly communicated parameters about performance expectations or standards. The examples included making changes to layouts and forms, the way that guidance was described in plain English, making more use of graphs and charts to produce reports and data and recording the outcomes of discussions for future reference.

Whilst there were several examples of colleagues being encouraged to take the lead on an aspect of improvement that they have suggested, there are a small number that felt that they had to wait for approval from a high level of management or that, they were not given the opportunity or time to follow through on improvements. These responses tended to be from the same people who felt that they experienced lower levels of trust by managers and a degree of micro-management taking place even though there encouraged to proceed with their ideas for improvement.

> *"Whilst I can say that I was encouraged to continue and develop my suggestion, I had a strong feeling that the only way that was acceptable was one that my manager would have taken in the first place."*

Participating and collaborating

Union representatives, employee groups and several interviewees confirmed that there was a clear intent by senior managers to consult staff on key decisions and changes that would have an impact on how they undertake their roles and responsibilities. Staff relations are described as constructive and positive with an open-door approach to raising issues as they occur and a high degree of transparency throughout most consultation. Whilst there were some examples of issues being consulted with insufficient time to response, most of the examples given were timely and introduce at the earliest opportunity. These examples included discussions about changes to pay and grading, restructuring, car parking, use of

email and IT equipment, staff well-being, benefits, and internal communications. Many people cited the attempts to communicate and consult on the relocation of council offices were a good example of how the leadership seek to involve people in major decisions that impact on their working environment. Information gained through the desktop review, the observation of the staff conference and discussions with senior revealed a comprehensive plan to consult and engage staff throughout the development of the new offices.

On a more local operational basis, interviewees confirmed that most managers consult with them about planned changes to processes, team composition and some operational plans. It was accepted by everyone that some plans had to be revised without consultation due to external factors such as changes in government policy.

Indicator 3: Empowering and involving people

ORG AVERAGE	5.4
ASSET MANAGEMENT	5.0
CHIEF EXEC OFFICE	6.0
CULTURAL SERVICES	5.5
DEVELOPMENT SERVICES	5.8
FINANCE	5.0
HEALTH & COMMUNITY PROTECTION	5.7
HOUSING - SUSTAINING TENANCIES	5.2
HOUSING – HOUSING MANAGEMENT	4.7
MANAGERS FORUM	5.5
NEIGHBOURHOOD SERVICES	5.7
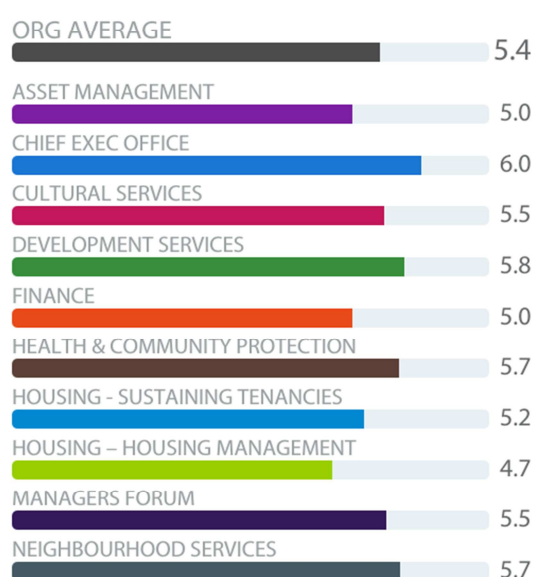
As previously reported, some middle and senior managers suggested that they could be more involved with strategic and tactical decision-making as plans are being developed rather than communicating outcomes and implementing them. There appears to be a ripple effect whereby some teams also believed they could be more closely engaged with planning now they have a better understanding of the outcomes and external influences due to the high levels of transparency and communication of priorities by senior leaders.

Most people also believed that their contributions have an impact on final decisions and outcomes at a team level and within some high-level decisions. There were a few exceptions due to changes in management and a lack of opportunity to discuss team issues. However, several people indicated that they are unsure of how their contributions have been taken on board when they are escalated to a higher level or they relate to other teams and operations. This is mostly due to lack of timely feedback or updates on progress. Nearly everyone was confident that any suggestions or concerns that were raised during the staff conference would be followed up and addressed but they were less sure about how comments and suggestions made at other times were being considered.

Whilst many appreciated that the Rumour Mill provides an opportunity for issues to be raised within an open forum and there was evidence that these issues received a response, some people felt that the platform was open to misuse and that they would not personally use this as a consultation tool.

Increasingly, people feel they are the asked to be involved in collaborative projects and contribute their suggestions within team briefings, via the intranet and to some extent through the use of social media tools, but several felt that they were unable to respond due to time or workload constraints or a lack of opportunity being facilitated by their line manager. Some managers also believed there was a lack of interest in collaborative projects due to a poor response in the past.

The staff expo provided an opportunity for the Chief Executive to feedback on the issues raised in his discussions with teams and how this information was being addressed.

Making decisions

At an operational level, nearly everyone believed they had a clear understanding of the levels of authority and autonomy that have been established for their role and level of experience. The majority of people could explain how they agreed how far they can take decisions in their one-to-one meetings with their line manager and as needs arise such as dealing with urgent issues, covering for colleagues and adopting new roles and responsibilities. Newly appointed staff explained how managers delegated more authority as their confidence and competence developed during probation period and the first year. Managers also tend to make it clear within team meetings, when people need to refer decisions to them or just to check.

Within some teams there are very clear processes and guidance in place to establish when decisions must be escalated, referred to others or confirmed by a more senior manager.

Most people indicated that the level of trust and transparency that exists at a team level has improved over the last two to three years with an increased amount of information being shared and managers taking time to explain the background to policies, decisions and the needs of stakeholders. Whilst they felt comfortable that they could constructively challenge the way the Council currently operates, and they believe this is enshrined within Fit for the Future, several felt that their contributions would not make a difference or would be ignored. Notably, many believed that challenges will be heeded by the Chief Executive and some members, but they were less confident that these would be considered by other senior managers.

Performance level achieved

Indicator 3 – Empowering and involving people: Established

Potential areas for development for this indicator

Whilst there is active encouragement to involve people in decision-making and collaborative projects, the feedback suggests that some do not feel they can respond due to a lack of opportunity or encouragement from their own line manager. This perception is also adversely impacting on people's ability to take a lead on making improvements.

- Consider how to encourage managers to enable more collaboration and empowerment to follow through on improvements. This should include highlighting the benefits of developing leadership skills within their teams and enabling high performance. This could also include highlighting the contribution of individuals to collaborative projects and how they have made an impact on performance.

As previously reported the interface between strategic and tactical leadership roles would benefit from a fresh look at how these leaders are involved with decision making and planning. Some decisions are being escalated unnecessarily or are not getting a timely response.

- Consider how you could enable teams and individuals to periodically review some decision processes and identify where they could be improved or even removed.

Indicator 4: Managing performance

This indicator explores whether objectives within the organisation are fully aligned, performance is measured, and feedback is used constructively.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I have agreed my objectives with my line manager within the last 12 months	25.1%	42.0%	11.1%	8.2%	1.2%	7.8%	4.5%
My manager helps me improve my performance	16.9%	33.7%	21.0%	14.4%	6.2%	4.9%	2.9%
I feel encouraged to perform to the best of my abilities	18.9%	41.2%	14.4%	14.0%	4.9%	4.5%	2.1%
I have discussed my performance with my manager in the last 6 months	32.1%	44.4%	7.4%	3.7%	1.6%	7.4%	3.3%
Optional Questions							
I know what my manager expects of me	28.0%	45.7%	11.9%	6.6%	2.9%	3.3%	1.6%

5.4

The benchmark score of 5.4 is on a par with national average and has improved from the score of 5.3 in 2015. Four out of every five (78%) of the respondents indicated that they had agreed objectives with their line manager within the last 12 months and a similar figure (84%) have also discussed their performance with their manager in the last six months. Both scores have improved since 2015, suggesting that compliance with the appraisal process and consistency has been enhanced. However, it should be noted that 14% either disagreed or strongly disagreed that they had agreed objectives.

Whilst 85% of people provided a positive response when asked if they knew what their manager expected of them, a lower number (72%) responded positively when asked if their manager helped them to improve performance. Notably 14% remained neutral about line management support. Similarly, 14% remaining neutral when asked if they felt encouraged to perform to the best of their abilities, although three out of every four (74%) people responded positively to this question.

Setting objectives

The feedback from the interviewees and desktop search also suggest that both the level of compliance and quality of objective setting has improved since the last Investors in People assessment. With three exceptions, interviewees had been involved with setting objectives with their line manager within the last year or were planning to do so within the next few weeks.

There was also a small number who reported that this was the first time they had completed an appraisal within the last three years. However, most people felt they had discussed their performance either formally or informally during one-to-one discussions with their line manager and they were confident that they had an understanding of the key objectives they needed to achieve for their team. Several people referred to the Fit for the Future priorities as their "golden link" to the objectives they set with their line manager.

Most interviewees had participated in a discussion about team objectives and service area plans prior to establishing their objectives. A survey of 35 people undertaken in 2017 by the Council indicated that 85% of appraised these had discussed these plans.

Has your team had the team goals and service area plans explained and discussed?
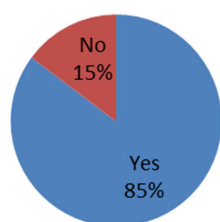
Nearly everyone confirmed that they had reviewed their performance during the course of the last 12 months, reflecting the outcomes of the online survey. The frequency for this ranged from six months to monthly reviews. Six people had not reviewed their performance since setting their objectives.

Best practice examples included objectives being revised and replaced as changes occur within the role or priorities for the team, as well as people being encouraged to establish more stretching objectives to enhance their performance or enable career progression. Some managers also gave examples of how they had established a performance agenda with their colleagues prior to establishing priorities for objectives with the team.

Most of the objectives provided as examples by interviewees were specific, measurable and time-bound although some were vague or focused on team performance that relied upon the performance of colleagues rather than the individual. There were also some objectives that were focused upon attending learning activities rather than performance. E.g. "*attend a manual handling course*" or "*attend Excel training*".

Less than half of the interviewees believed that they had either been encouraged, or were able to, set stretching objectives. Just under half of the interviewees felt that they could not potentially surpass their objectives because they were either too vague or it was impossible to go beyond the objective. For example, responding to a hundred percent of calls or improving the process without any measure of success.
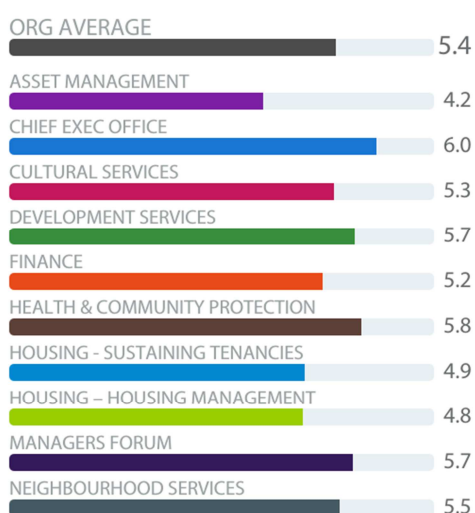
Encouraging high performance

With the notable exception of those who have not undertaken a performance appraisal for some time, most people believed that they had been given an opportunity to plan their review, prepare for the discussion and follow-up on the actions agreed. People confirmed

there is clear guidance within the appraisal documentation, which has been communicated both centrally and within some team briefings ahead of the annual review cycle.

Most interviewees believed that they had a very honest and balanced discussion with their line manager during their appraisal and at other times during the performance year. A minority felt that the discussion had been very short and basic without exploring their performance in any detail which may explain the small number of people who did not believe they were helped improve the performance by their line manager within the online survey.

Indicator 4: Managing performance

Category	Score
ORG AVERAGE	5.4
ASSET MANAGEMENT	4.2
CHIEF EXEC OFFICE	6.0
CULTURAL SERVICES	5.3
DEVELOPMENT SERVICES	5.7
FINANCE	5.2
HEALTH & COMMUNITY PROTECTION	5.8
HOUSING - SUSTAINING TENANCIES	4.9
HOUSING – HOUSING MANAGEMENT	4.8
MANAGERS FORUM	5.7
NEIGHBOURHOOD SERVICES	5.5

The appraisal process requires managers to rate people across five core competencies that are also linked to the values with examples provided within the guidance documentation. These ratings include "*excellent performance*" where *"people have consistently performed competencies above expectations and act as a role model for others".* Whilst there were some examples of people having achieved higher ratings, a significant number of people felt that they were either too difficult or impossible to achieve within their own role. This was partly due to the setting of finite objectives that could not be outperformed and partly due to a lack of clarity of what excellence would look like at the start of the year so that they could aspire to achieve it. However, there were also a small number of examples of best practice where managers had outlined what constituted an acceptable level of performance and how excellence could be demonstrated.

Both managers and team members gave examples of how they had been supported to address aspects of underperformance, either through coaching, further training or agreeing a plan to improve performance. This support was also included within a Personal Development Plan. (PDP). Whilst a few interviewees felt that underperformance by some colleagues was still being tolerated by managers, most felt that this had improved over the last two years. However, two managers indicated that they were unsure how to deal with poor performance, where this had related to behaviour rather than the achievement of performance indicators.

Measuring and assessing performance

The majority of people confirmed that they regularly discuss progress against the objectives using appropriate measures and standards where necessary. These discussions include feedback on performance gained through observation and from other stakeholders. They take place within one-to-one's and informal interactions with line managers. There were several examples of managers taking feedback from other managers where people work within other teams or for partner organisations. Examples of feedback included comments from stakeholders, customers and colleagues covering both positive and negative aspects of performance.

The clear links between the values related behaviours and the five core competences ensure that everybody effectively has their behaviours assessed, although is clear from

some interviewees that they were unaware that the competencies related to these behaviours. Overall performance outcomes from the appraisals are collated and explored centrally. Some senior managers could also give evidence that they review the range of ratings achieved following the appraisal process alongside other performance data for the service.

During 2017 the council undertook, and evaluation of how well appraisals were being carried out, including the frequency of monitoring and opportunities for two-way conversations. Although the sample was relatively small (35 people), the responses from the interviewees combined with the Investors in People survey suggest that the outcomes were broadly accurate. This information is used to improve the process including guidance on when and how to undertake appraisals. Whilst the frequency of one-to-one meetings varied, there were positive indications that people felt the appraisal process was fair, open and enabled a good dialogue.

Data from internal evaluation of appraisal process
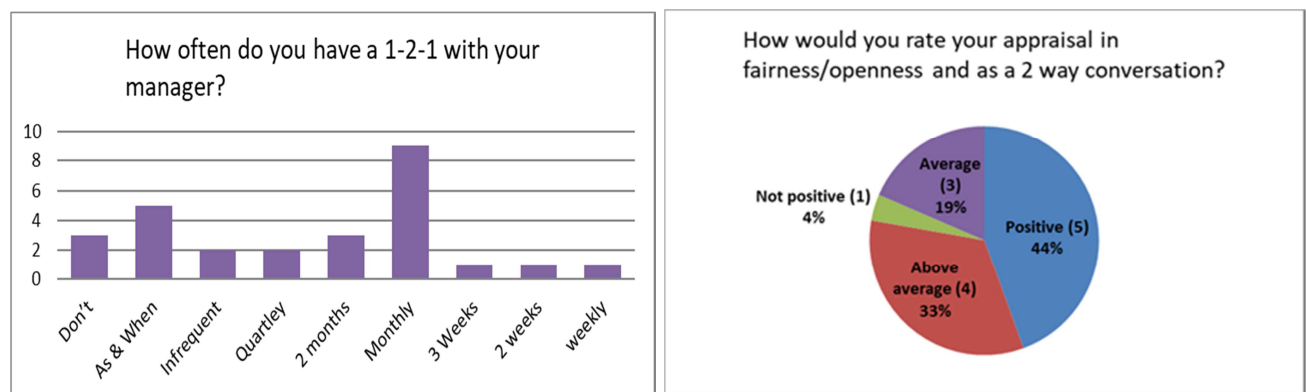
Overall perceptions indicate that performance review processes have continued to improve and are more closely aligned to both individual and organisational performance for most people.

Performance level achieved
Indicator 4 – Managing performance: Established

Potential areas for development for this indicator

Despite the guidance provided within the appraisal documentation that clearly identifies the links between values and the five competencies, there are a significant number of people (including managers) that appear to be unaware of this link with the consequence that they may not be looking closely at behavioural aspects of performance alongside achievement of targets.

- Consider how you can further encourage managers and their teams to understand these links as part of team discussions prior to undertake appraisals and during the one-to-one sessions that occur throughout the year.

Some of the objectives provided as examples by interviewees could not effectively be outperformed and therefore achieve a rating of excellence. There are also several interviewees who did not believe it is possible to achieve a higher rating in their role because

the difference between acceptable and excellent performance had not been discussed and clarified start of the performance year.

- Consider how you can ensure that all or most objectives and related measures of success can be outperformed sufficiently to achieve an excellent rating. This should be established at the start of the performance year.   Closer monitoring of the outcomes of ratings and discussion at management team meetings would help to build greater consistency and fairness in the way that ratings are awarded.

Indicator 5: Recognising and rewarding high performance

This indicator explores whether recognition and reward processes are clear, fair and appropriate and if there is a culture of appreciation were people are motivated to perform at their best
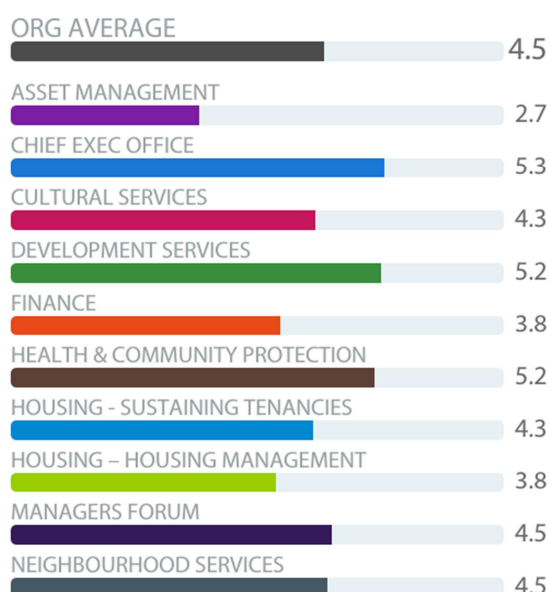
	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I am consistently recognised when I exceed expectations	11.1%	21.8%	21.0%	16.5%	10.3%	11.5%	7.8%
I get appropriate recognition for the work I do	10.7%	24.3%	23.0%	13.2%	10.7%	11.9%	6.2%
I feel appreciated for the work I do	15.6%	29.6%	24.7%	9.9%	6.2%	7.4%	6.6%
I am rewarded in ways that match my motivations	5.8%	19.3%	14.8%	23.0%	12.3%	14.8%	9.9%
Optional Questions							
I feel my contribution to my organisation is valued	11.5%	31.3%	25.1%	15.6%	5.8%	4.1%	6.6%
I feel appreciated by my colleagues	18.9%	37.0%	21.8%	14.0%	3.3%	2.9%	2.1%

4.5 This was the lowest performing indicator with a benchmark score of 4.5 which has improved upon the 2015 benchmark of 4.3. However, it is only marginally beneath the average for the public sector of 4.6. Looking at the combined scores for the indicator, just over 55% of the respondees gave a positive response to some extent, whilst 16% remaining neutral. 8% strongly disagreed and 11% disagreed overall. The highest scores in the core questions related to how well people felt appreciated for the work they do with 70% positivity. The optional questions revealed that much of this appreciation originated from colleagues, with a positivity score of 78%, including 19% strongly agreeing and 37% agreeing.

The lowest scores related to how well people felt they were rewarded in ways that match their motivations with a notable 23% remaining neutral and only 40% providing a positive response to some level.

Indicator 5: Recognising and rewarding high performance

ORG AVERAGE	4.5
ASSET MANAGEMENT	2.7
CHIEF EXEC OFFICE	5.3
CULTURAL SERVICES	4.3
DEVELOPMENT SERVICES	5.2
FINANCE	3.8
HEALTH & COMMUNITY PROTECTION	5.2
HOUSING - SUSTAINING TENANCIES	4.3
HOUSING – HOUSING MANAGEMENT	3.8
MANAGERS FORUM	4.5
NEIGHBOURHOOD SERVICES	4.5

Although the overall range of scores remain positive for most of the questions. There are some significant negative scores with around 6 to 10 % of respondents strongly disagreeing to the four core questions posed in the survey. Over a quarter of respondents disagreed to some extent that they were receiving appropriate recognition for the work they undertook with a similar number disagreeing to some extent that they are consistently recognised when they exceed expectations

There are also some more marked differences across the different groups compared to other indicators with Asset Management returning a significantly low benchmark score of 2.7 whilst the Chief Executive's office returned the highest benchmark score of 5.3. closely followed by Development Services and Health & Community Protection (5.2).

Designing an approach to recognition and reward

Within the constraints of public sector pay structures and what is perceived to be acceptable by the community in terms of financial reward within local government, senior leaders and Council members are constantly reviewing the range of benefits and rewards they can provide for staff. The desktop research revealed how the Council had considered a range of potential rewards in line with research on motivation and best practice from other organisations both within the public and private sectors. Some of these discussions have been informed by feedback from staff, representatives and members. The discussion with the People Strategy Steering Group and senior leaders clearly demonstrated a commitment to recognise the contribution of staff and need to maintain high levels of motivation and commitment. It was clear from the discussions and minutes of meetings that senior leaders and members sought to align the reward and recognition strategy and related policies to achieving the outcomes within Fit for the Future, sustaining the core values and retaining good talent.

> "Ensuring our staff feel they are appreciated and rewarded as well as we can is in all our best interests, so we can keep the best people on a team and therefore deliver the best services to our community and residents"

The current reward strategy includes access to a range of benefits through a dedicated portal that include discount vouchers of up to 20% for retail groups, meals, hotel accommodation, supermarkets and leisure activities. During the Staff Expo, the Council launched a new optional benefit for health care provision in partnership with BUPA, which was being well received by attendees, and noted by several interviewees. Discussions with the provider and members of HR confirmed there was intention that this benefit is intended to also lead to improvements in well-being and sickness-related absences.

The Council has also reviewed and trialled various employee recognition schemes: "Going the Extra Mile" or GEM and 'Workstars" alongside long service awards. Several interviewees gave examples of how their long service has been recognised with tailored gifts, acknowledgement by senior leaders and time off to spend with their family. There are also numerous examples of colleagues taking part in the trials by either nominating or receiving awards as part of the "Workstars" pilot.

People had felt proud if a colleague was nominated in the team or they were involved with the nomination themselves. Those outside of the trial were unaware of these projects and any formal recognition process. People gave examples of how they personally had been nominated for awards or nominated colleagues for recognition. These awards were highlighted at the Chief Executives EXPO when celebrating staff and their work achievements.
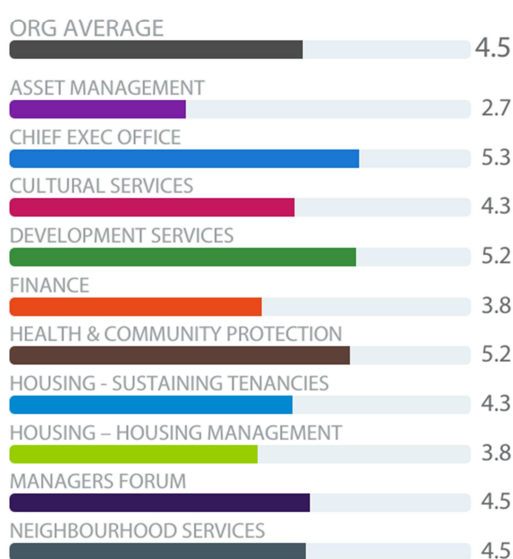
In recognition of the amount of hard work undertaken by everybody and their commitment to service despite several years of pay restraint within local government, the Council awarded two extra days holiday for everyone at Christmas 2017.

Adopting a culture of recognition

Nearly everybody understood the breadth of rewards that were available, although there was some uncertainty around the full range of benefits available and how these operated for a few individuals. People involved with the awards trial gave examples of how they personally had been nominated for awards or had nominated colleagues for recognition.

There were also several examples of individuals making use of the range of vouchers and benefits available including the cycle to work scheme, discount vouchers for hotels, meals out, and entertainment.

Indicator 5: Recognising and rewarding high performance

ORG AVERAGE	4.5
ASSET MANAGEMENT	2.7
CHIEF EXEC OFFICE	5.3
CULTURAL SERVICES	4.3
DEVELOPMENT SERVICES	5.2
FINANCE	3.8
HEALTH & COMMUNITY PROTECTION	5.2
HOUSING - SUSTAINING TENANCIES	4.3
HOUSING – HOUSING MANAGEMENT	3.8
MANAGERS FORUM	4.5
NEIGHBOURHOOD SERVICES	4.5

Generally, people felt there is a culture of appreciation that extended within the team, although they were less certain that this consistently applied across the Council within other teams or that their efforts were understood by others. Team achievements are regularly celebrated either within team meetings or very occasionally taking time out to meet socially and celebrate in the evenings. There were examples of managers bringing chocolates, doughnuts and biscuits to meetings as a way of thanking the team for their efforts during busy periods and celebrating achievement of goals or completion of projects.

Senior leaders and council members frequently issue, emails and personal notes of thanks to teams and individuals. In recognition of their efforts following major events and achievements such as organising the staff conference, volunteering for events

such as national cycle races and efforts to maintain services throughout bad weather conditions.

"I definitely feel valued. After working for 6 months planning the Women's Cycle tour I was told that everyone had a great event and my contribution was fantastic"

Staff are also recognised for their achievements outside of work, including fundraising activities, health and well-being achievements and success in sports or hobbies. Long service awards available for those with 20 years' service, which include a gift or cash to the value of £370 or a one-off entitlement to 2 weeks additional leave in the anniversary year. The Council is also allocated four tickets to the Queen's garden parties. These are allocated to long serving staff and councillors by ballot.

Staff that work closely with members of Council also indicated that they were very appreciative of their efforts and achievements with several receiving personal notes of thanks or messages passed on via their line manager. The Council's endorsement of benefits such as the extra days during the Christmas break and access to healthcare was cited as an example of how appreciative members were of the staff.

"I have worked for other local authorities. One of the big differences here is that the members genuinely care about the staff and will go out of their way to say thank-you and will listen to my opinions. They also have a dedicated committee that looks at how staff are being managed which says something about their commitment to our welfare."

Recognising and rewarding people

As previously reported, most people understood the criteria by which they would be rated within their appraisal because this was discussed at the point of setting the objectives and was also discussed during review meetings and one-to-one discussions but a minority were unclear about what constitutes an excellent rating making it difficult for them to focus their performance on achieving outstanding performance and in some cases maintain motivation to achieve if they were already a high -performer.

The appraisal process includes the five core competences which are clearly linked to the values and related behaviours. Whilst the level discussion about behaviours varied within the appraisal and review meetings, most people felt that the way they carried out their role, responsibilities as well as how they worked alongside colleagues was as important as achieving targets, meeting deadlines or completing reports. Many of the nominations for recognition were related to the core behaviours either formally or informally.

"I am not sure we are recognised for how well we demonstrate or promote the values, but I do think we are recognised for the way we do things, so I guess that means behaviours are appreciated. I am not certain if our awards are related to the values"

People gave several examples of how their positive behaviour had been appreciated during feedback from their line manager and within team meetings.

"I was thanked the way that I'd helped a colleague another team to resolve an issue with a customer who was behaving unreasonably. I could easily discover of my job and ignored it is not the way we do things here"

When asked about what motivates people to perform at their best, many indicated that the work they do for the community and the impact they have on individuals was their main

source of reward swiftly followed by the support and camaraderie extended by their colleagues. The majority also felt that the council was a good place to work with both managers and members demonstrably appreciating their efforts on most occasions.

Performance level achieved

Indicator 5 - Recognising and rewarding high performance: Established

Potential areas for development for this indicator

There is some inconsistency in the way that achievements of a similar nature are recognised because the individual or managers feel that high performance is what is expected of everybody, so they believe recognition is unnecessary. There were also several people who felt the efforts of their own team were not appreciated across the Council or they would like to nominate other teams for some form of recognition.

- Continue to review how recognition can be utilised more effectively within the Council recognising public sector constraints on expenditure. This should include reviewing the lessons gained from the pilot recognition processes and feedback from staff.

- Look at enhancing the way the Council encourages and acknowledges contributions from the Rumour Mill, Staff Suggestion scheme and other feedback processes to improve confidence that staff contributions are being heard and addressed.

- Consider how you can continue to raise awareness of the purpose and benefits of staff recognition as a platform for recognising performance, motivating people and highlighting best practice.

- Consider also how you can encourage greater recognition of teams. This may include improving how the responsibilities and achievements of teams are promoted across the Council in newsletters and online building upon the Staff Expo experiences.

As previously indicated, there are a number who do not feel it is possible to achieve a high rating in the appraisal or they were unclear of the criteria until after the year has concluded.

- Ensuring that all line managers discuss what would constitute high performance for each objective would improve the objective and set a clear benchmark for high performance that people could aim for and be recognised.

Indicator 6: Structuring work

This indicator explores whether the organisation is structured to deliver its ambition and whether roles are designed to deliver organisational objectives whilst delivering interesting work for people and encouraging collaborative ways of working.

Base Questions	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
My work is interesting	31.3%	42.4%	16.5%	4.5%	2.1%	1.2%	2.1%
I am able to develop the skills I need to progress	17.7%	37.0%	17.7%	14.8%	4.9%	4.9%	2.9%
I have the right level of responsibility to do my job effectively	22.2%	43.2%	16.5%	7.4%	4.5%	3.3%	2.9%
My role enables me to work well with others	27.2%	49.0%	15.2%	6.2%	1.6%	0.4%	0.4%

5.6 The benchmark score of 5.6 for Structuring work was one the highest in this assessment and improves by two decimal points upon the 2015 score of 5.4. Overall, four out of every five (78%) respondents provided a positive response with 11% remaining neutral. The highest scoring question indicated that nine out of every ten people believed their work was interesting with 31% strongly agreeing and 42% agreeing.

The capacity to collaborate across the Council also appeared to be strong with 91%, indicating that their role enabled them to work well with others. Four out of every five people (81%) suggested that they have the right level of responsibility to carry out their job effectively. The responses were more muted when people asked if they were able to develop the skills they needed to progress with 15% remaining neutral and 72% providing a positive response.
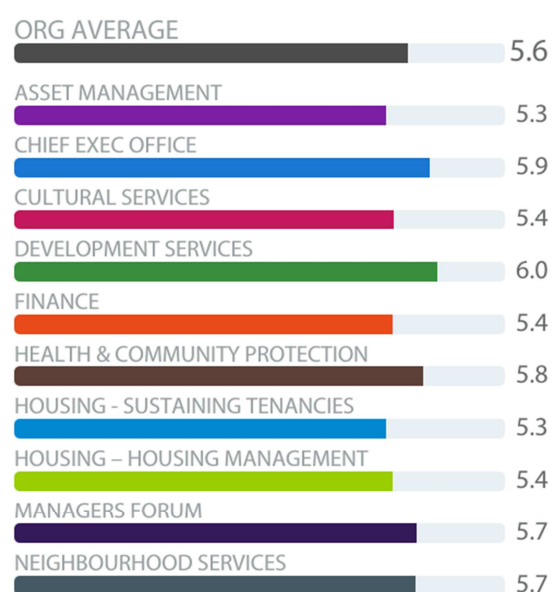
Designing roles

The desktop review combined with feedback from interviewees confirmed that nearly everyone has a defined job description and that their responsibilities are often revised as changes occur within their team or the services they deliver. The recent restructuring exercises provided an opportunity to clarify roles and remove any overlapping responsibilities. Interviewees that had been involved with restructured teams confirmed that there was greater clarification about roles, leaner management structures and greater

delegation of some responsibilities which had enabled them to deal with issues without escalating them to a manager.

The Council recognises that some of the clerical roles are very generic in the way they are described, and they have recently reviewed a range of job descriptions and clerical functions using examples provided by Coventry City Council. Whilst many of the job descriptions are generic and lacked detail in terms of the capabilities expected of them, most people believe that there is sufficient variety and stretch within the job to keep it interesting and they could extend some responsibilities and authorities if they so wished. They could identify these through discussion with their line manager or managers of other roles that they may wish to apply for vacancies.

Most job descriptions are available online or upon request and those seeking to progress their careers either vertically or horizontally, were confident that they could identify the additional capabilities required of other roles so that they could develop their skills and knowledge.

Indicator 6: Structuring work

ORG AVERAGE	5.6
ASSET MANAGEMENT	5.3
CHIEF EXEC OFFICE	5.9
CULTURAL SERVICES	5.4
DEVELOPMENT SERVICES	6.0
FINANCE	5.4
HEALTH & COMMUNITY PROTECTION	5.8
HOUSING - SUSTAINING TENANCIES	5.3
HOUSING – HOUSING MANAGEMENT	5.4
MANAGERS FORUM	5.7
NEIGHBOURHOOD SERVICES	5.7

The desktop review included several documents and reports related to workforce planning that included discussions and processes focused on retaining talents by ensuring people have access to interesting opportunities and could identify a potential progression route.

Managers and team members gave examples of how they had discussed the additional capabilities required for progression or to extend skills knowledge within the role as part of one-to-one discussions or during the appraisal. Whilst several people explained how the appraisal gave them an opportunity to review the current job description, none could give examples of having a job description revised as a consequence of the discussion, even if they felt that it was perceived to be out-of-date.

Creating autonomy in roles

The job descriptions indicate the level of authority and autonomy in broad terms and managers tend to discuss this in more detail with individuals either during induction or one-to-one meetings and appraisals. People universally had a very clear understanding of the level of decision-making authority they had been given.

With only three exceptions, people believed they have very good access to the policies, procedures and guidance required to undertake their role. The exceptions were related to limited access to IT systems, especially when these were shared with partner organisations. Most people indicated that access to policies and guidance had improved over the last two years, both in terms of accessibility via IT systems, as well as clarity of content and a reduction in duplication or obsolete documents remaining on the system. Timely access to

information enabled them to make quick decisions and deliver services without significant delay. They also believe there was good information available about other colleagues and partner organisations who can provide additional guidance and expertise.

Policies and procedures are routinely reviewed either as a result of feedback, audits or individuals suggesting improvements to processes or the way that guidance is presented. Nearly everyone was confident that policy and procedures would be updated and revised when appropriate including if they contributed suggestions for improvement. The only frustrations with outdated procedures related to those that were shared with partner organisations or dictated by central government policy. Those who do not have routine use of technology to access policy procedures confirmed that they were provided with hard copies or could contact their manager for updated versions if required.

Several interviewees including staff representatives gave examples of how they have been involved with improving policies and procedures through consultation or taking part in small working groups. Some of the suggested improvement had come via The Rumour Mill or feedback from team meetings, working on new ways of working and innovation.

The desktop review included a number of policies and procedures that had been reviewed and improved including references to other policies, procedures such as equality and diversity to avoid significant duplication and overlap. Some policies included a review date to ensure they remained relevant. Major change projects such as the introduction of new software, IT solutions and implementing new government policies include a review of relevant policies and procedures that may be impacted by the change. Documents provided for this assessment included the forward plans for HR, Marketing and Communications that made clear reference to updating policies and procedures such as recruitment and selection, induction, management competencies and evaluation.

Enabling collaborative working

Feedback indicated that roles are designed to encourage collaboration within teams and to a lesser extent across the Council where there is a defined need. The core values combined with the Fit for the Future plan make it clear that people are expected to collaborate in order to achieve the strategic outcomes and maintain the ethos of the council. Nearly everyone believed they were encouraged to collaborate with colleagues and external agencies in a professional and productive way by sharing information and having honest conversations about services and the support provided for the community.

There were examples of people being invited to join working groups, or to contribute their ideas when making improvements or changing processes. These examples included changes being made to IT solutions and software, improving communications, streamlining processes and exploring innovation. Increasing use is being made of social media tools to enable people to collaborate on a virtual basis and to organise activities. It is too early to tell how effective this type of collaboration is and how well people feel they can make use of it.

The Council is also increasingly becoming flexible in the way that it works with a number of people able to work from home with the active encouragement of their line manager and good access to technology and systems to carry out their role effectively. It is anticipated that this type of agile working will increase with the relocation of the offices and a more agile approach to working practices. A hot-desking pilot is currently being undertaken to identify how best to develop this model for the relocation. There were however, a few examples where people felt they were unable to work flexibly because their manager was reluctant to

support this way of working or to release them to work alongside colleagues on collaborative projects. Some managers expressed some concern about managing people when they were not physically in the office.

Performance level achieved
Indicator 6 - Structuring work: Established

Potential areas for development for this indicator

There is already an appreciation by senior managers that more can be done to enable collaboration and flexible working across the Council with examples of best practice and some adoption of social media tools to enable both formal and informal networks to be established.

- Consider how you can build upon internal and external best practice to encourage more people to make use of the opportunities to collaborate and work flexibly. This may require some further development of line managers to develop confidence in managing people remotely.

It is unclear how well roles are designed to meet future needs of the Council, although this has clearly been discussed within workforce planning and talent management meetings.

- Consider how you can identify these future needs and ensure that the foundations for building the associated capabilities and capacity to meet them are included within team discussions and individual reviews of performance. This may require more detailed definition of the current and potential capabilities required within some roles.

Indicator 7: Building capability

This indicator explores the extent to which people's capabilities are actively managed and developed including whether people can realise their full potential

Base Questions	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
My manager thinks it is important that I develop my skills	20.2%	37.9%	17.3%	15.6%	2.5%	4.1%	2.5%
I make use of my organisation's learning and development opportunities	15.2%	34.6%	23.0%	14.0%	3.7%	9.1%	0.4%
I have opportunities to learn at work	20.2%	46.5%	16.5%	9.1%	2.5%	2.9%	2.5%
I know how my organisation invests in learning and development	18.5%	44.9%	16.0%	13.2%	2.5%	2.9%	2.1%
People are selected for roles based on their skills and abilities	9.5%	28.4%	19.3%	18.9%	6.6%	9.5%	7.8%

5.2 This indicator produced one of the most marked improvements in benchmark scores compared to the 2015 assessment with an increase from 4.7 to 5.2 and a marked improvement in the overall scores with 74% providing a positive response, including 38% agreeing and 17% strongly agreeing although 14% had remained neutral.
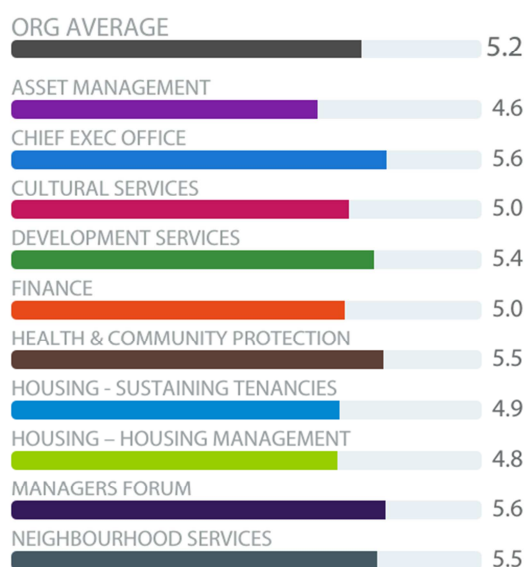
The strongest scoring question related to how well people believe they have opportunities to learn at work with 83% providing a positive response, including 47% agreeing and 20% strongly agreeing. People were also confident that they knew how the Council invested in learning and development with four out of every five respondents providing a positive response. Nearly three quarters of those responding to survey also confirmed that they made use of the Council's learning and development opportunities to some extent. Notably, the slightly lower scores related to how well people thought their manager thinks it is important to develop their skills with 16% remaining neutral. Although the overall picture was good with 74% providing a positive response.

The scores were far more muted in relation to perceptions of recruitment and selection with only 57% providing a positive response when asked if people are selected for roles based on their skills and abilities. Nearly a fifth (19%) remained neutral, with 10% disagreeing and 8% strongly disagreeing, suggesting there are either perceptions of unfair bias or that the recruitment, selection process was not understood by everybody.

Understanding people's potential

The overall responses from interviewees and the desktop evidence were more positive than the survey results suggested, although there remain some minor inconsistencies in the way that line managers discuss future capabilities.

Indicator 7: Building capability

ORG AVERAGE	5.2
ASSET MANAGEMENT	4.6
CHIEF EXEC OFFICE	5.6
CULTURAL SERVICES	5.0
DEVELOPMENT SERVICES	5.4
FINANCE	5.0
HEALTH & COMMUNITY PROTECTION	5.5
HOUSING - SUSTAINING TENANCIES	4.9
HOUSING – HOUSING MANAGEMENT	4.8
MANAGERS FORUM	5.6
NEIGHBOURHOOD SERVICES	5.5

The appraisal documentation and guidance does not directly cover potential learning and development needs or career development, but there is a clear invitation to produce a personal development plan (PDP) to identify both current and future learning needs, including how these will best be delivered and some indication of timescales. The majority of people interviewed confirmed that they had been given the opportunity to discuss their development needs, regardless of their length of service and current levels of experience in the role. These discussions have mostly taken place during the appraisal discussion but also occurred during one-to-one meetings and within team discussions where there is a collective need. A small number of people felt they were not given the opportunity to discuss their needs with their line manager due to time constraints or a lack of opportunity to discuss career aspirations.

People can identify and request learning interventions that are available for corporate or generic needs via an online and directory of learning programmes that are available. These encompass workshops, traditional training activities and an increasing range of online materials that had been designed in-house through consultation with teams and managers.

Council Members are also given access to a range of learning and development workshops that are specific to their needs. Additionally, people can also access a range of informal and formal coaching or mentoring opportunities including some that are provided externally through networks with other local authorities. Those with professional accreditations, confirmed there can continue with their CPD requirements through the support of the Council in terms of time, opportunity, and in some cases, costs.

A small number of interviews felt that the increasing use of e-learning did not provide them with the appropriate learning intervention to match their own learning style or topic they were exploring. However, there were also several examples of individuals blending their learning with coaching and attendance at workshops alongside the e-learning packages.

Supporting learning and development

Nearly everyone believed that continuous learning is both an expectation and facilitated throughout the council for both staff and members. While some long-standing Council Members may not take up the opportunities, they are actively promoted.

Although some people felt that they had limited opportunities to pursue their career aspirations, most felt that they could approach HR learning specialists or their line manager to discuss their options for career development and identify where they could find additional learning and support. The examples included accessing external agencies and professional bodies such as RICS, CIPFA and CIPD to identify suitable learning programmes such as those required to support finance, management and HR careers. They can also approach the LGA and other partners to gain access to both guidance and learning opportunities.

The current Learning and Development Guide introduces a more comprehensive leadership and management offering including ILM accredited programmes, use of MBTI, Coaching and mentoring. The guide includes reference to a range of corporate courses a well as how to make best use of e-learning.

Nearly everyone could give examples of learning development activities undertaken within the last year that were directly relevant to their existing role or enhanced their capabilities for the future. Most of these have been sourced from within the Council's range of courses and programs, with some sourced from external bodies and providers.

Most people also believe there could have access to relevant qualifications, although some felt that resources for these qualifications have been restricted in recent years due to financial constraints. Most believe that if there was a compelling business case for additional learning, it would be supported. This was confirmed through discussions with senior leaders, HR specialists and a desktop review of documents. Members of the PSSG confirmed there is a commitment to support learning development, wherever it is relevant and that resource allocation for learning had been maintained despite cuts to some budgets. The budget for central learning has been sustained over the last three years.

Everyone believed they were given opportunities to develop embed newly acquired skills and knowledge gained from learning activities through discussion with their line manager. Examples of managers providing additional time and opportunity to embed skills such as use of Excel, leadership and supervision and compiling reports.

Overall investment in corporate learning and development is reviewed by senior leaders and PSSG as part of routine reporting from the HR manager. The desktop review included reports to senior leaders and members on the current level of workforce planning including

succession and talent management with comparisons drawn against other local authority organisations and arrange priorities identified that have been included within the forward plan for HR. The most recent report acknowledges that return on investment is not fully appreciated, but the broad discussions, and analysis is being used to improve opportunities and pathways for career progression.

Deploying the right people at the right time

In 2016 the Council reviewed the recruitment and selection process in response to a number of challenges in attracting and retaining people through the existing process. It now works closely with West Midlands Employers to develop a more contemporary employer brand and improved recruitment process. The process continues to be evolved and developed making greater use of social media and a dedicated micro-site for promoting jobs within the Council and public sector. This included cameos of existing staff promoting the positive work environment and job satisfaction.

Recently recruited staff indicated they had experienced a fair interactive process based on their capabilities, including aspects of behaviour that they understood to be related to the values. They also believe there was a focus on longer term ambition and career development where this was possible. Managers involved with recruitment could explain how they were expected to carry out competency-based interviews to ensure they were fair and focused on the capabilities required for the job rather than experience or knowledge of the candidate.

Whilst the online results suggest that a number of people did not believe that staff were recruited based on the skills and abilities, there is very little evidence of this from interviewees, although there were two examples of individuals feeling that appointments to their team have been made based on past relationships rather than proven capabilities.

Overall, long-term workforce planning is coordinated by the HR manager in consultation with senior managers. This includes identification of skills and knowledge required for the future as well as capacity. Short-term workforce planning including maintaining resilience to cover absences and emergencies is predominantly responsibility of operational managers. There is evidently a clear intent to encourage multi-skilling within teams to cover for colleagues during their absence with examples of individuals being encouraged to shadow colleagues so that they can provide this cover.

As previously reported a degree of succession planning and talent management takes place, utilising a range of basic succession planning tools adopted from other organisations. There are current plans in place to further improve succession planning to maintain resilience in both leadership and critical roles.

Performance level achieved
Indicator 7 – Building capability: Advanced

Potential area for further development for this indicator

- Once the plans for improving succession planning and talent management have been implemented. It may be beneficial to identify some critical measures to be monitored

and reported so that the impact can be evaluated and any changes in needs are swiftly addressed.

Indicator 8: Delivering continuous improvement

This indicator explores whether there is a focus on continuous improvement and if people use internal and external sources to come up with new ideas and approaches that are supported by a culture that encourages innovation.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I look for improvement ideas from my colleagues	19.8%	43.2%	19.8%	11.1%	2.5%	2.5%	1.2%
I am encouraged to improve the way I do things	16.0%	37.9%	22.2%	12.8%	3.3%	6.6%	1.2%
I am responsible for improving the way we do things	18.1%	31.7%	22.2%	16.5%	3.3%	6.2%	2.1%
I am trusted to try new approaches in the way I work	18.1%	34.6%	19.3%	15.6%	2.9%	5.8%	3.7%
Optional Questions							
My ideas are listened to	12.3%	37.4%	26.3%	11.5%	5.8%	2.9%	3.7%

5.3 The overall benchmark score for continuous improvements of 5.3 is on a par with the national average and improves once again upon the 2015 benchmark score of 5.1. Three out of every four respondents provided a positive response overall for this indicator (76%) suggesting that the majority people believe the Council has a capacity to continuously improve. Taking a closer look at the questions, the highest scoring responses indicated that 83% of respondents look for improvement ideas from their colleagues with 20% strongly agreeing.

Just under three quarters of the respondents (72%) believe they are trusted to try new approaches in the way that they operate although 16% remaining neutral. A similar proportion (76%) also believed they were encouraged to improve the way they carry out their role. The figures were similar when people were asked if they are responsible for making improvements with 17% remaining neutral and 72% providing a positive response to some degree.

An additional question confirmed that more than three quarters (76%) of those responding to the survey believed that their ideas are listened to.

Improving through internal and external sources

The Council uses a range of both internal and external processes to monitor and benchmark the way that it operates, delivers performance outcomes and manages people. This includes use of peer reviews tools with other local authorities facilitated by the LGA and other networks of stakeholder organisations including feedback from the community, staff and members.

The 2016 review of salary, benefits and recruitment (RSBR) encompassed recruitment processes, learning, development and induction. The outcomes of this review combined with the report from the recent peer review and previous Investors in People assessments have been used to evaluate the overall investment and improve organisational performance. The development of the PSSG and PSAG is a best practice example of these improvements and provides a forum for further evaluation to be discussed, analysed and actioned.

Ideas and working practices of other organisations such as Birmingham City Council for workforce development and Coventry City Council for job descriptions and career pathways are being used to inform and improve processes for managing and developing people. Newly appointed staff, including managers are invited to share their observations of how Warwick District Council operates and suggest improvements based on their past experience with other employers or partner organisations.

Feedback from innovation awayday

Conditions Present at WDC
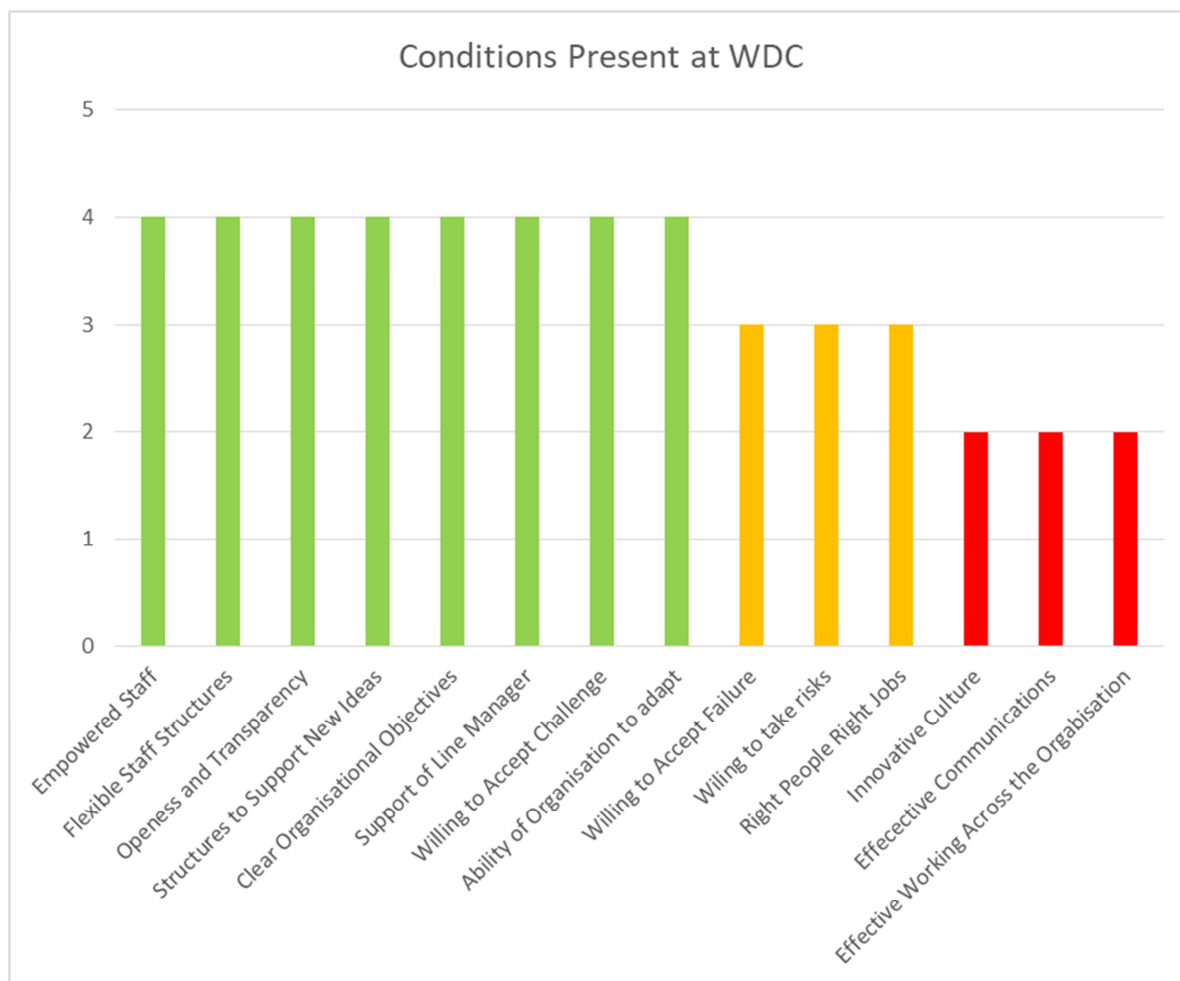
Innovation is a key component within the overall strategy. Recent awaydays within some departments have been focused on enabling innovation and change. The desktop research included feedback from one series of awaydays that was aimed at evaluating how innovative the Council was. The results identified that 92% of people believed that everyone was responsible for finding ways to improve with 71%, having forwarded their ideas. One of the main reasons for 29% not forwarding ideas was that they would not be listened to. The results concluded that the three main changes required to improve innovation were better staff engagement, better ICT and better communication. Is clear from the actions been taken within the Council as evidenced in the desktop review and interviews that all three of these areas are being addressed as a consequence of this feedback and analysis of best practice in innovation.
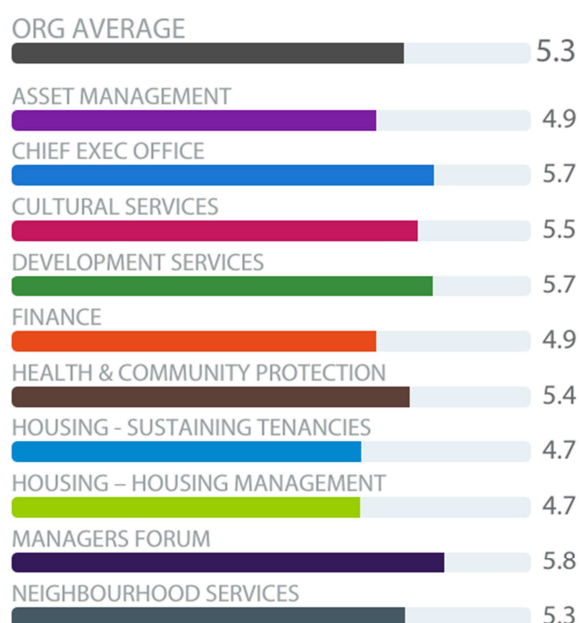
Another example of improvement related to the changes to the recruitment process with increased use of social media and use of West Midlands Jobs to access a wider demographic. This has resulted in and increase in the number of vacancies filled from 69% to 89% and a reduction in unfilled vacancies from 31% in 2017 to 6%.

Creating a culture of continuous improvement

the feedback from interviewees supports the findings of the online survey with most people understanding that is their responsibility to identify ways to improve performance and contribute their ideas. The main channel for communicating their ideas remains via their line manager and team meetings, although the majority of interviewees felt confident they could approach any manager or specialist within the Council to forward their ideas. Several

interviewees described how their team meetings routinely include an opportunity to suggest ways to improve or change the way they operate with suggestions ranging from changes in documentation, recording contacts with customers and record-keeping through to larger issues such as the layout of offices and premises, frequency of team meetings and working more closely with other teams. Other ideas included improving environmental aspects such as recycling, improving energy efficiency and use of vehicles.

Indicator 8: Delivering continuous improvement

Category	Score
ORG AVERAGE	5.3
ASSET MANAGEMENT	4.9
CHIEF EXEC OFFICE	5.7
CULTURAL SERVICES	5.5
DEVELOPMENT SERVICES	5.7
FINANCE	4.9
HEALTH & COMMUNITY PROTECTION	5.4
HOUSING - SUSTAINING TENANCIES	4.7
HOUSING – HOUSING MANAGEMENT	4.7
MANAGERS FORUM	5.8
NEIGHBOURHOOD SERVICES	5.3

Everyone confirmed they are actively encouraged to try new ways of working and documents with opportunities to make adjustments if things do not go to plan. Mistakes are generally considered to be opportunities to learn and improve rather than apportion blame. The main barriers to enabling innovation appear to be related to having sufficient time and opportunity to do things "*properly*". The feedback from the survey suggested there was some reluctance to accepting failure and take on risks. The majority of interviewees believe this was mostly due to a strong sense of pride in delivering excellent services to their community and service users and the associated risk in undertaking changes related to innovation. They also suggested that the lack of investment in ICT in the past had prevented them from implementing changes that relied upon technology, but they felt that this was improving.

Leaders at every level were perceived to be both encouraging and supportive when changes are being implemented that required a level of risk. However, several interviewees felt that the Council was slow to respond to suggestions due to the time it takes to escalate ideas and make changes through different levels of leadership. The significant minority who did not believe their ideas are listened to indicated that this was predominantly related to ideas that required sanction beyond their immediate line manager. Additionally, several people believed that innovation and improvement that required working across teams was less likely to be enabled and implemented because required the engagement of several managers across departments and a greater understanding of how other teams operate.

Encouraging innovation

The call to continuously improve and innovate is enshrined within the core values and Fit for the Future. People believe they are constantly being encouraged by senior leaders to engage with continuous improvement activity and suggest improvements. This was also clearly evident during the Staff Expo and within documents presented for the desktop review.

Interviewees were less confident that they have sufficient opportunities to work together across the Council to generate and develop ideas. The tendency is to identify a potential solution or improvements before inviting people to work together on its implementation rather

than enable people to explore new ways of working in a creative culture. Lack of time and resources combined with a strong pride in delivering services appear to prevent many from engaging with innovation.

Whilst many believe that there have been many enhancements to the way that Council operates due to continuous improvement activities and innovation, very few beyond senior leaders could articulate the impact of the changes they have been involved with despite the evidence of performance improvements within existing KPIs and feedback.

> *"We must be more efficient, because we are still delivering services despite having fewer people and greater use of technology, so I guess that is a positive impact but I'm not sure we'll see that way"*

Performance level achieved

Indicator 8 – Delivering continuous improvement: Developed

Potential areas for further development of this indicator

The feedback from the awaydays on innovation has clearly identified a number of valid areas to enable more innovation and improvement. These include providing more time to innovate, enabling a system to encourage staff to their ideas forward and processing them.

- Consider how you take more positive action in enabling innovation throughout the council by progressing these outcomes and evaluating their impact. In particular, how could you enable people to work together across teams to generate and develop ideas?

Very few people have understood the impact of improvements that have taken place in the past, and consequently they do not believe any ideas they put forward will make a difference. There have obviously been a number of improvements and efficiencies gained from them but these have not been communicated widely.

- Consider how you could highlight and communicate these eureka moments, including the impact on services, resources and the community.

Indicator 9: Creating sustainable success

This indicator explores how the organisation maintains a focus on the future and is responsive to change, including how leaders maintain a clear understanding of the external environment and the impact this has on the organisation.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
My organisation is a great place to work	20.6%	39.1%	23.9%	9.9%	0.4%	2.9%	3.3%
My organisation has a plan for the future	25.5%	49.8%	14.8%	5.8%	2.5%	0.8%	0.8%
My organisation embraces change	13.6%	39.1%	22.6%	12.3%	2.9%	4.9%	4.5%
My organisation has a positive impact on society	25.9%	46.1%	13.2%	10.3%	0.8%	2.9%	0.8%
Optional Questions							
At my organisation change is welcomed	9.1%	32.9%	28.0%	16.5%	3.7%	5.8%	4.1%

5.6 This indicator also provided one of the highest benchmark scores of the nine with an overall score of 5.6, which is above the national average and improves upon the 2015 scored of 5.3. With an overall positive score of 84%, a notable 44% agreed and 21% strongly agreed that they are confident the Council has the capacity to sustain success into the future.

Nine out of every ten respondents believed the Council has a plan for the future with 50% agreeing and 26% strongly agreeing. Not surprisingly, 85% believed to some extent that the Council has a positive impact on society, although 10% remained neutral which is unusual within a local government organisation.

More than four out of every five respondents (84%) indicated to some extent that the Council was a great place to work with 39% agreeing and 21% strongly agreeing.

When questioned about how the Council handles change, three quarters responded positively that change was embraced, although a slightly lower number (70%) indicated that change was welcomed with 17% remaining neutral.

The Staff Expo provided an opportunity for the Chief Executive to outline both the challenges and opportunities the Council currently faces within the political and economic landscape at both the national and local level. This presentation alongside other information provided within emails, blogs and planning documents builds upon successive presentations of long-term strategic priorities that are outlined within Fit for the Future but have been evolved to meet the fresh challenges outlined within the context discussion and communicated to staff. Consequently, people have a very strong and consistent understanding of the long-term priorities and have a high level of confidence in the leadership in directing the Council through these challenges. Most leaders at each level continue to cascade and interpret the priorities so that teams can understand how they relate to their own area of responsibility.
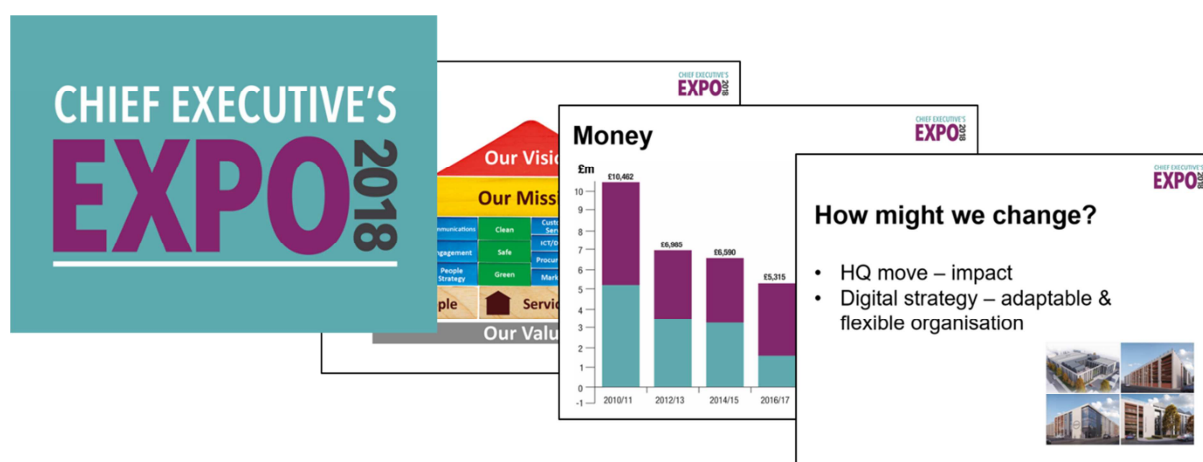
Although most people believe the strategic plans are strongly influenced by others such as HM Government policy and the Council Members, there is a general belief that staff could influence the way they are implemented and evolved based on their own contributions.

Service and operational plans tend to be developed by management teams who have utilised a blend of consultation and feedback from their teams to inform how these plans are developed. Some staff indicated that they are more closely involved in planning than others, with some teams taking dedicated time to discuss and develop plans outside of their normal routine for team meetings. These included awaydays to review past performance and develop new priorities. Others provided examples how they were personally involved with developing aspects of plans that relate to their own area of operations within one-to-one discussions.

As previously reported, some middle and senior managers believe they could be more involved in strategic planning processes so that they are in a better position to implement the plans and to make decision.

The service process encourages leaders to consult with teams to identify any business priorities of issues that need addressing, look for potential solution and suggested next steps.

The desktop research included a number of plans that several interviewees made reference to and could explain how they had been involved in either developing them or implementing them as a team or individual.

Nearly everyone interviewed indicated with a strong sense of pride that they believed, Warwick District Council was either a great or good place to work. Whilst this pride was often founded on the reward of providing a public service, most people also believed that a contributing factor was the way that their colleagues and managers, enable them to enjoy their work and develop their career. HR metrics indicate a low attrition rate with very small numbers leaving because they are unhappy, or the role is unsuitable.
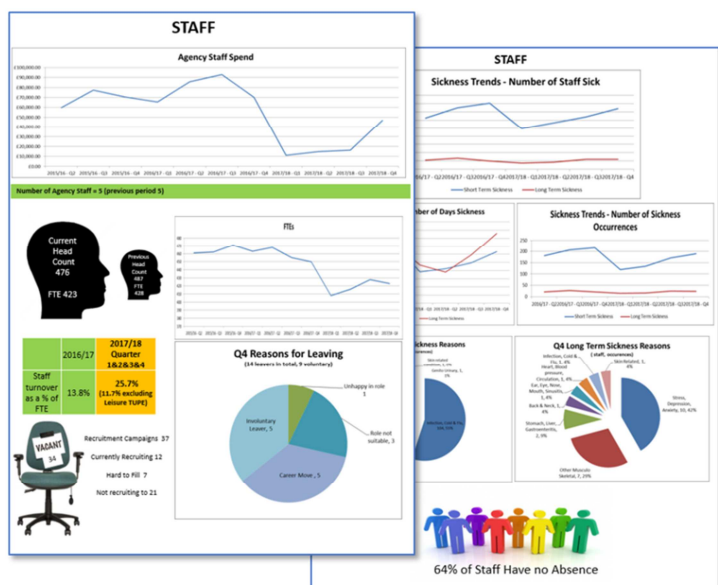
Several people gave examples of how the Council had supported them through difficult personal challenges such as family illnesses, bereavements and their own personal health concerns. They also believed they were valued by the way they were trusted and encouraged to take control of their own area of responsibility and are provided with the training and support required to do a good job.

As previously reported, the Council works closely with stakeholders and partner organisations to develop its capabilities to meet the challenges of the future. There were several examples of benchmarking performance against other organisations or using peer reviews to reflect on current ways of working. These examples included peer reviews via the Arts Council, collaborating with local Housing Associations on handling rent arrears and comparing Disaster Recovery processes or researching best practice on current issues such as sprinkler systems following the Grenfell Disaster. The recent peer review has provided an opportunity to review these capabilities and take action to ensure the Council continues to be fit for the future. Senior leaders gave examples of how they personally reviewed some of their own skills, and knowledge, making use of coaching, mentoring and attendance at professional networks to enhance them.

> *"I think we are all keeping an eye on changes that are taking place and what other councils are doing to keep ahead of the game. None of us are too old, too experienced or too important to learn and adapt to changes. That is what Fit For the Future is about!"*

Embracing change

Whilst there remain some concerns about change taking place at too fast a pace for some teams or lacking coordination, the majority of people believe that evolving the way the Council operates is critical to its future success and that every effort is made to communicate change in a timely and open manner so that people can prepare accordingly.

> *"My biggest wish is that they would think about how changes impact on the teams and front-line services. We get several changes announced at the same time and with little notice. That seems to be getting worse. I think that is because we are leaner and the expectations of everyone today are constantly changing. I think we need to take more control of that before we slip up."*

People appreciated that some changes cannot be communicated immediately due to political or operational constraints. They believe they were kept informed of delays and the reasons for them. Most commonly cited example of communication change related to the planned relocation of the offices and associated changes to agile working, parking and use of technology.

There were a few examples where several changes processes have impacted on a team at the same time without consideration on how they would affect the maintenance of services and keeping customers informed. This tended to happen where changes were originating from different teams or managers without being fully aware of the other processes being deployed.

Whilst there were some examples of change processes being reviewed once they have been implemented, it is unclear of how well the benefits of both successes and failures are consistently identified and compared against the original business case for change.

Some of the evaluation documents provided for the desktop review and anecdotal evidence from interviewees provided an indication of how services had improved following the introduction of new processes or software. For example, the time taken for providing a response to enquiries had improved following the introduction of more streamlined forms and forwarding them to the right colleague or team.

Indicator 9: Creating sustainable success

ORG AVERAGE	5.5
ASSET MANAGEMENT	5.0
CHIEF EXEC OFFICE	5.7
CULTURAL SERVICES	5.5
DEVELOPMENT SERVICES	6.1
FINANCE	5.6
HEALTH & COMMUNITY PROTECTION	5.6
HOUSING - SUSTAINING TENANCIES	5.2
HOUSING – HOUSING MANAGEMENT	5.3
MANAGERS FORUM	5.4
NEIGHBOURHOOD SERVICES	5.7

There were examples of people either asking to adopt or being appointed to the role of "champion" or key person on a range of change activities such as introduction of new software, producing more efficient spreadsheets and reports or leading on aspects of staff development and learning as coaches. The assessment included a discussion with the Welfare Steering Group responsible for leading and monitoring policies and practices for employee well-being, currently focussed on aspects of mental wellbeing.

There were examples of effective planning and considering how best to prepare people for major changes. A small team are involved with piloting a hot-desk model of working which will be developed in preparation for the relocation. These staff will act as champions for helping other staff to adapt to the new environment. There were also examples of individuals acting as champions for employee volunteering and charitable fundraising. Most people believe that either they or their colleagues will instinctively step forward to embrace change and act as a champion for topics they share a passion for or change processes involved with developing.

Understanding the external context

Not surprisingly, as a local government organisation everybody had a detailed understanding of the different needs and motivations of their local communities and the ever-changing range of stakeholders they must engage with to deliver services. These included national government agencies, regional partners and other local authorities alongside community interest groups and representatives. The Staff Expo, alongside email briefings and updates on the intranet ensure that any emerging changes are communicated to everyone. These included potential housing developments and changes in economic development zones
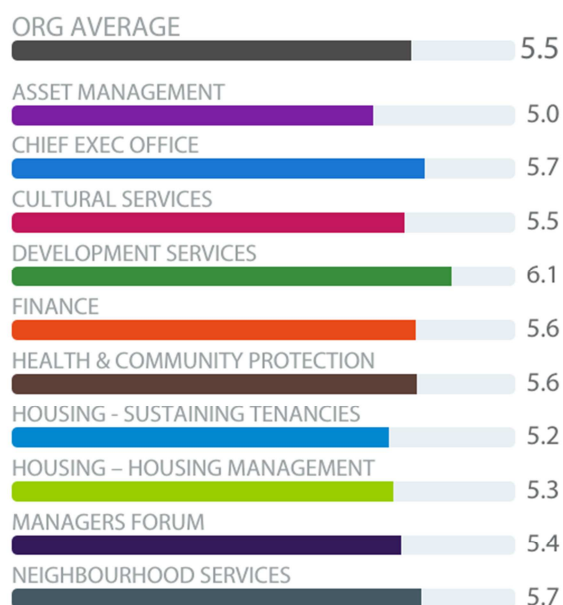
within the district as well as changing demographics such as the impact of migrating families originating from Europe and the declining footfall within the Leamington spa retail zones.

As with all public sector organisations, the Council monitors diversity of its workforce and seeks to recruit from within the community where possible. Whilst it is aware that the workforce does not fully reflect the local community, every effort is made to ensure that staff have a full understanding of their responsibilities in meeting the needs of a diverse community through training, collaboration and exposure to the community through their work and charitable activities. Recruitment strategies have been revised to encourage applications from across the local community. The recent report on gender pay gaps included a benchmarking comparison with other councils and identified a number of actions taking place to address the gap.

Council	Mean Gender Pay Gap
Poole	1.1%
Hinckley & Bosworth *	4.3%
Warwick	**7.9%**
Wycombe	9.7%
Chiltern	15%
Herefordshire	16.3%
Stratford upon Avon *	20.59%
Broadland (Norfolk)	26.8%

The overall impact of the Council on its community is monitored and reported in a range of ways including a review of the Fit for the Future priorities following a PEST and SWOT analysis, regular reports to Council Members and data provided for national government and other economic stakeholders. Service plans identify key metrics for monitoring and potential targets. These include issues such as waste bin, deliveries, data capture for open space information, debt recovery, income generation, efficiencies gained, and number of enquiries handled.

Performance level achieved

Indicator 9 – Creating Sustainable Success: **High Performing**

Potential area for further development of this indicator

A minority of people indicated that some mistakes made in implementing change, such as lack of coordination and sufficient time to implement had been repeated over a number of years. Additionally, some managers felt there would be some benefit from being able to access information on lessons gained from previous change processes and feedback on how they had been conducted. There is a tendency to only review and communicate major errors and deviations from plan despite evidence that there have been project debriefs reported to members and senior managers in the past.

- Consider how you could routinely review change processes to include lessons learned from both successes and less successful activities. Identifying how and when this evaluation will take place at the point of planning the change would ensure that desired outcomes are achieved, and the evaluation takes place at an appropriate time. Also identify where these lessons could be compiled and accessed for future change activities. This development could build upon existing best practice within some areas where a knowledge base has been developed.

Implications and Recommendations

The following recommendations for the leadership team are based on the professional judgement and assessment of Warwick District Council undertaken by Bob Morrison.

Implications

This review has confirmed that the Warwick District Council has continued to evolve and integrate its strategies for managing and developing people in line with its ambition to ensure that it is fit for the future challenges and opportunities that it will encounter despite uncertainty within the public sector and UK economy at this time.

Although a level of inconsistency in leadership and management still exists, it is clear that this has improved significantly since the last assessment in 2015. The development of a more cohesive People Strategy provides a framework for ensuring future developments are coordinated in line with performance priorities whilst the establishment of the PSG and PSAG ensures that there is a high-level commitment to monitor, review and enhance the strategy.

It is evident that the enhanced levels of transparency and efforts to engage people with managing their own performance is enabling higher levels of empowerment and builds upon the high degree of pride and passion for public service that everybody demonstrated. However, the enhanced levels of communication and empowerment have also fuelled the ambition of most people to engage more closely with other features of high performance such as decision-making and continuous improvement. It would appear that despite an invitation by senior leaders to take more responsibility, the leadership structures, terms of reference and responsibilities have not evolved or adjusted sufficiently to enable this desired level of empowerment in several areas. This is particularly evident at the interface between strategic and tactical decision-making but also has a ripple effect upon the way that operational leadership and team engagement is enabled. In effect, the organisation has moved on to a more advanced level of performance and the leadership model has not fully shifted up a gear to make effective use of the talents and human resources available.

The strengths of the council are numerous, but the most notable ones compared to other organisations are:

- A clear vision and set of priorities that encompass both current and future needs and has been universally communicated to staff and stakeholders.

- A shared ethos that fuels a strong sense of pride and passion for delivering services that is defined within the core values.

- A strong commitment to managing, developing and supporting people that is actively promoted and demonstrated by both senior leaders and Council Members.

- Access to a blend of well-designed and engaging learning and development interventions that are aligned to the strategy and seeks to develop the capacity of everyone.

- A dedicated scrutiny group of members and officers with a clear remit of monitoring and evolving the people strategy

There have also been several notable improvements including:

- Internal communications,

- Recognition and reward
- Collaboration at team level.
- Consistency of leadership and management
- Consultation involvement.
- Leadership development.

Key Recommendations

There are specific suggestions provided at the end of each indicator. The following key recommendations are aimed at achieving sustainable high performance in line with the strategic vision of the council and ambitions for high performance discussed with senior leaders during the context meeting and interviews.

Review and define the role of leaders in enabling high performance

It is clear from both the recent peer review and this assessment that the interface between strategic and tactical decision-making is not consistently understood by leaders at this level and that this has a consequential effect on other levels of leadership and empowerment. The Council has also improved many aspects of organisational performance to the point that they are bordering on delivering sustained high performance, but these strategies currently lack the consistent support of managers that fully understand how to sustain a high-performance culture.

Consider undertaking a fundamental review of the responsibilities and terms of reference for strategic, tactical and operational levels of leadership. This should include exploring the expectations of SMT and CMT in enabling strategy.

Consider reviewing and defining the core capabilities required of all managers to enable and sustain a high-performance culture, which would include facilitating a culture of trust, collaboration, innovation and motivating teams to drive high performance for themselves. There is a wealth of best practice that already exists within the management community and is currently promoted within current leadership programmes that should be actively promoted.

Once established, these high-performance management capabilities should be used robustly in the selection, induction, development and performance review of all managers. It is recommended that the Council should consider how it enables more frequent feedback from teams and stakeholders to their managers, encourages periodic peer reflection and mentoring by management teams and plans to continuously adapt and evolve the leadership model in the future.

Establish and monitor measures of high performance

Several of the indicators and themes are not currently at an advanced or high performing level because there is a lack of performance measures to establish if they're having an impact on performance and to evidence if there has been an improvement. Many of these performance indicators exist but they are not universally communicated or used consistently

to monitor trends. It is also acknowledged that access to manage information by teams could be improved and there are already plans in place to facilitate this.

- Consider how you can develop a range of appropriate measures using existing metrics and feedback from staff, stakeholders and partners to monitor key aspects of organisation performance and identify trends so that the impact of the People Strategy on the Council's capacity to deliver the vision can be understood and the investment in people fully evaluated. This may include making more effective use of external benchmarks and producing a dashboard of performance to enhance reports given to PSG and communicated to members and staff.

Refresh the core values

Whilst there is a shared understanding of the ethos of the Council and a strong belief that it has values that influenced the way that everyone performs, there are indications that people are becoming unsure of the behaviours expected of them and how these are reviewed and recognised during the performance appraisal. The core values clearly underpin the performance culture of the Council and are one of its success factors in sustaining a high level of pride and engagement with delivering services.

- Consider how you could refresh the core values and their promotion to ensure they remain both relevant and the centre of the Council's performance culture. This may require a more focussed discussion of the behaviours related to the values within team discussions and performance appraisals.

Enable more collaboration and innovation

Whilst collaboration within teams, has improved and is broadly regarded as effective, there were fewer opportunities for people to work across teams and collaborate on shared projects, despite an invitation to do so from the top. The lack of opportunities for informal and formal networking across the Council also inhibits the capacity to generate new ideas and facilitate innovation. For ideas that have been put forward, there remains some frustration about how these are acknowledged and actioned once they are escalated beyond the team. Consequently, people are less motivated to contribute their ideas for improvement or engage with new ways of working.

- Consider how you could facilitate more opportunities for individuals and teams to network and collaborate across the Council and with partners through greater use of internal social media tools, providing opportunities to shadow or visit other teams, inviting colleagues to make presentations on their roles and areas for improvement, and showcasing best practice.

- Also consider how you can ensure that ideas for improvement and innovation are logged, receive a timely response when they are escalated, and feedback is provided when their actioned. This could also include highlighting such "Eureka" ideas including the impact they have on performance.

Improve planning and coordination of change

Several interviews indicated that the planning and coordination of some changes could be improved with earlier consideration given to how changes affect stakeholders in other teams as well as the impact on sustaining services. This will require further improvements to

communication and involving teams in developing the plans. The previous recommendation on collaboration will help to improve understanding of the needs and potential impact on other teams.

- Consider if it would be appropriate to adopt or develop a suitable project management model or approach to all change projects and how you can improve the project management capabilities of those responsible for leading on change processes. This would include earlier identification of stakeholders and the impact on other teams or individuals.

- It may also be prudent to identify a more effective way of co-ordinating change projects based upon your work with an external provider facilitating the relocation of the offices.

Recognition of teams on their achievements

Recognition and reward of individual achievements has improved significantly since last assessment, although remain a few areas where teams are unsure of what the criteria are for nominating colleagues for recognition. However, people did not believe that the achievements of teams were celebrated as well as they could be across the council.

- Consider how you may extend existing employee recognition scheme to include more opportunities for people to nominate and highlight the achievements of other teams. This could also include clearer guidance to managers on the ways that they can celebrate achievements of their teams within the confines of public expenditure and use of resources.

Next Steps and Key Dates

A formal feedback meeting has yet to be agreed following the publication of this report. Further reviews will take place at 12 and 24-month intervals. The focus of these reviews will be informed by the outcomes of the initial feedback, the recommendations for further development and the ambitions of the Council.

Warwick District Council Accreditation date	Warwick District Council 12-Month Review	Warwick District Council 24-Month Review	Warwick District Council Accreditation Expiry
16/07/2018	16/07/2019	16/7/2020	15/7/2021

Annex 1: Assessment outcome table

The final outcome against 27 themes Note: Lowest theme level dictates final indicator outcome		Developed	Established	Advanced	High Performing
1. Leading and inspiring people	Creating transparency and trust	■	■		
	Motivating people to deliver the organisation's objectives	■	■	■	
	Developing leadership capability	■	■		
2. Living the organisation's values and behaviours	Operating in line with the values	■	■		
	Adopting the values	■	■		
	Living the values	■	■		
3. Empowering and involving people	Empowering people	■	■		
	Participating and collaborating	■	■		
	Making decisions	■	■		
4. Managing performance	Setting objectives	■	■		
	Encouraging high performance	■	■		
	Measuring and assessing performance	■	■	■	
5. Recognising and rewarding high performance	Designing an approach to recognition and reward	■	■		
	Adopting a culture of recognition	■	■		
	Recognising and rewarding people	■	■		
6. Structuring work	Designing roles	■	■	■	
	Creating autonomy in roles	■	■		
	Enabling collaborative working	■	■		
7. Building capability	Understanding people's potential	■	■	■	
	Supporting learning and development	■	■	■	■
	Deploying the right people at the right time	■	■	■	
8. Delivering continuous improvement	Improving through internal and external sources	■	■	■	
	Creating a culture of continuous improvements	■	■	■	
	Encouraging innovation	■			
9. Creating sustainable success	Focusing on the future	■	■	■	■
	Embracing change	■	■	■	■
	Understanding the external context	■	■	■	

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