



Havant
BOROUGH COUNCIL

East Hampshire District Council
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Havant Borough Council
Public Service Plaza, Civic Centre Road
Havant, Hampshire PO9 2AX
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JOINT HUMAN RESOURCES COMMITTEE (HBC) AGENDA

Membership: Councillor K Smith (Chairman) Councillor K Carter (Vice-Chairman)	
Councillors (EHDC) A Glass and N Noble	Councillors (HBC) P Crellin, I Scott, J Lowe, J Branson and Y Weeks

Meeting: Joint Human Resources Committee
Date: Tuesday 3 July 2018
Time: 4.00 pm
Venue: Newlease Room, Public Service Plaza, Civic Centre Road,
Havant, Hampshire PO9 2AX

The business to be transacted is set out below:

Nick Leach
Monitoring Officer

25 June 2018

Contact Officer: James Harris 01730 234098
Email: James.harris@easthants.gov.uk

PART 1 (Items open for public attendance)

1 Apologies for Absence

To receive apologies.

2 Chairman's Announcements

3 Declarations of Interests

To receive any declarations of interest.

4 Confirmation of Minutes

To confirm the minutes of the meeting held on 30 April 2018.

5 Organisational Development Strategy

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FOR RECOMMENDATION TO COUNCIL

GENERAL INFORMATION

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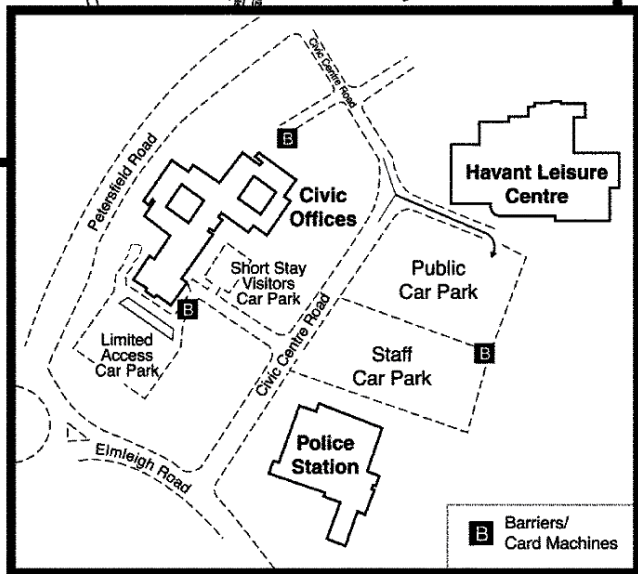
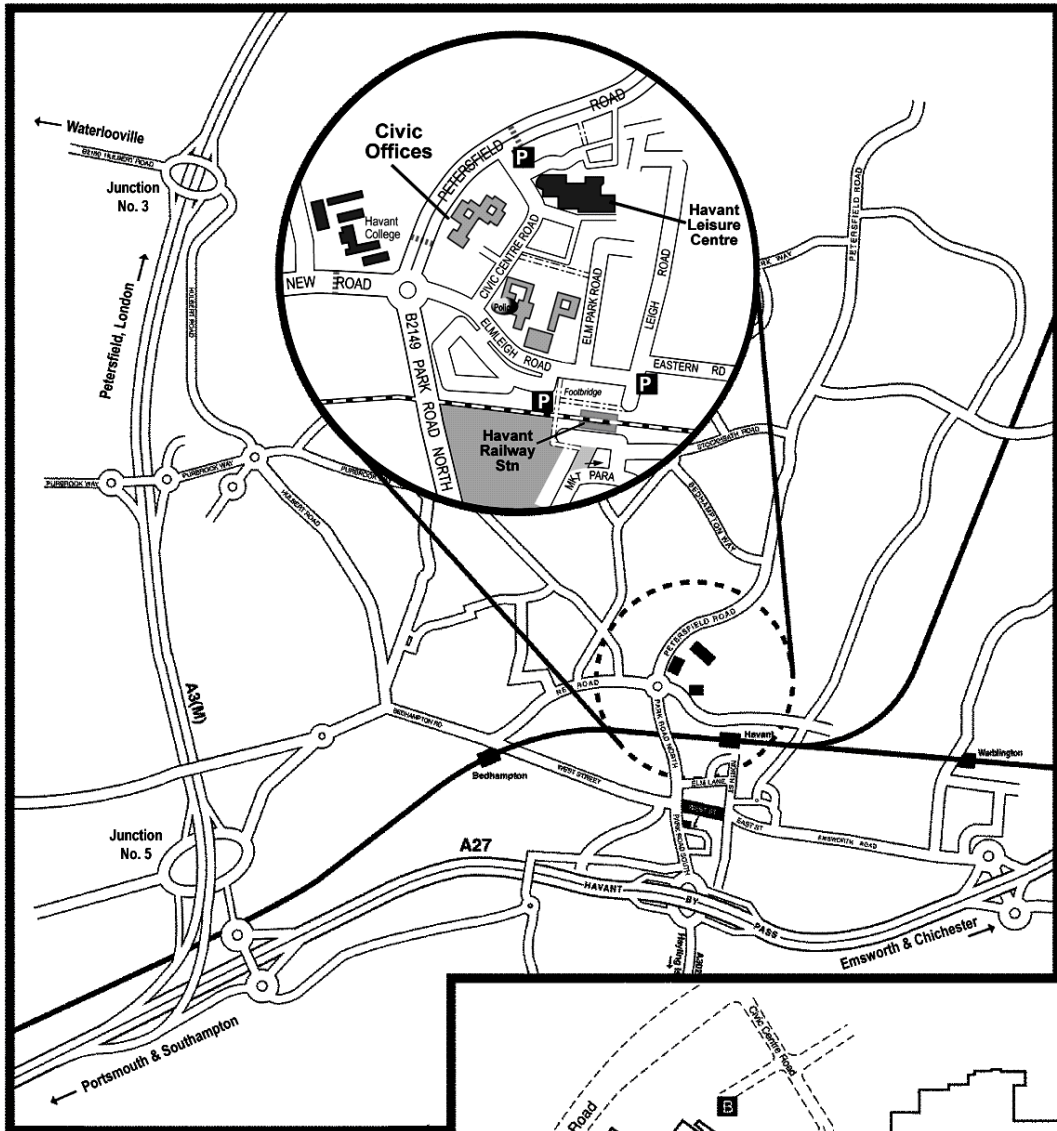
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NON EXEMPT

EAST HAMPSHIRE DISTRICT COUNCIL & HAVANT BOROUGH COUNCIL

Joint Human Resources Committee

3rd July 2018

Organisational Development Strategy

FOR RECOMMENDATION TO COUNCIL

Portfolio: Portfolio Holder for Governance and Organisational Development
Councillor Nick Drew (EHDC) and Cabinet Lead for People and Communications, Councillor Lulu Bowerman (HBC)

Executive Director: Gill Kneller

Key Decision: No

1.0 Purpose of Report

- 1.1 This report provides Joint HR Committee with an overview of the Organisational Development (OD) Strategy which has been developed taking into account the strategic aims of each Council and key deliverables for the short to medium term.
- 1.2 This report is submitted to Joint HR Committee for policy decision as requested by the portfolio holders for Governance and Organisational Development and People and Communications.

2.0 Recommendation

- 2.1 That Council be recommended to approve the OD strategy.

3.0 Executive Summary

- 3.1 Both Councils recognise the importance of investing in organisational development to improve organisational performance. At the heart of the OD strategy is the desire to improve performance and effectiveness through our people. One of the highest costs to each Council is the annual salary cost. Ensuring that we develop people in the right way and focus energy on the right OD interventions will ensure we receive the highest return on investment.

3.2 The OD strategy for each Council attached at Appendix A (EHDC) and Appendix B (HBC) provides a high level vision for the OD function which focuses on the overall outcomes of the strategy. The OD strategy follows a simple format so that it can be accessible and easily understood at all levels of the organisation.

4.0 Additional Budgetary Implications

4.1 Resources to deliver the OD strategy are available from current resources. Where external expertise is needed this has been factored into the OD budget. There are therefore no additional budgetary implications to report at either Council.

5.0 Background and relationship to the Corporate Strategy and Directorate Business Plan/s

5.1 The OD strategy sets out the vision of the service and the overall outcomes. Having an outcome based approach to OD will ensure that the design and delivery of OD interventions can be targeted and appropriate.

5.2 The three broad aims of the strategy have been identified by taking account of the strategic aims of each Council and identifying what key OD areas will support the delivery of these aims in the best way. As such, the top three identified are around employer branding, continuous improvement and innovation in service delivery. It is envisaged that the OD strategy will remain fit for purpose for the next three years although a review as a check and balance will take place each year.

5.3 The OD strategy has been written in a simple way to ensure that it is easily understandable by all. Detailed within the strategy is a 'what' and a 'how' so staff can understand at a broad level how the strategy will be delivered. Flowing from this strategy will be an OD action plan which will identify the specific OD interventions to be delivered for the next three years. This is currently in development and will be shared with Joint HR Committee at a later date. Some of the interventions will be quicker to develop and implement, others may take a little longer. On this basis, the OD action plan will be reviewed each year to ensure that it is focused on the right areas.

5.4 It is important to note that in terms of OD, the Councils are further ahead than a number of their shared counterparts¹ and those within the 6 Council contract. This could provide a future opportunity and will be an area of focus re income generation for the team during this year and beyond. As such, the OD plan will build on the existing work already

¹ Investigating and improving the HR and OD Capability in Shared Councils: Project Report – November 2015 (Varney S, Brown D, Reilly P)

delivered and ensure that current OD interventions are fully embedded alongside introducing new OD interventions where needed.

6.0 Options considered and reasons for the recommendation

- 6.1 The OD strategy proposed has been developed to meet the strategic aims of the council. People are a key asset and therefore utilising and developing our resources in the most effective way is a top priority.

7.0 Resource Implications

- 7.1 Financial Implications
No additional financial resources are anticipated.
- 7.2 Human Resources Implications
Staff time will be required to deliver the OD strategy, however, this has been factored into the resource planning work for 18/19.
- 7.3 Other Resource Implication
None identified.

8.0 Legal Implications

- 8.1 OD interventions that are developed will take account of any legal implications.

9.0 Risks

- 9.1 The importance of OD interventions to improve organisational performance should not be underestimated. The delivery of the strategic aims relies on the performance of people. Without investment in OD and OD interventions we are at risk of not achieving optimum performance. The corporate strategy at each Council will be delivered through its people and we need to ensure we have engaged and motivated staff on board.

10 Consultation

- 10.1 Consultation on the contents of this report have been held with Executive Board, the Leader, Deputy Leader and relevant Portfolio Holder at each Council.

11 Communication

- 11.1 The OD strategy will be communicated through various internal channels to ensure staff are aware of the commitment to organisational development and to people.

Appendices: Appendix A – OD Strategy EHDC
Appendix B – OD Strategy HBC

Background Papers: None

Agreed and signed off by:

Monitoring Officer: 25.06.18

S.151 Officer: 25.06.18

Director: 25.06.18

Portfolio Holder: 25.06.18

Contact Officer: **Caroline Tickner**
Job Title: **Head of Organisational Development**
Telephone: **023 92 446400**
E-Mail: caroline.tickner@havant.gov.uk



ORGANISATIONAL DEVELOPMENT STRATEGY 2018-21

Page 5

RIGHT PEOPLE • RIGHT JOB • RIGHT ENVIRONMENT • RIGHT RATE

OUR ORGANISATIONAL DEVELOPMENT VISION

To deliver an OD service which ensures the council has the right people with the right skills and attitude, in the right job, in the right environment and paid the right rate.

The outcome of the OD service will be:

- A high performing and effective organisation through our people.
- An OD strategy that meets corporate priorities and challenges
- An organisation that adapts itself to meet current and future demands



THE THREE BROAD AIMS OF THE STRATEGY ARE TO:



DEVELOP A
STRONG EMPLOYER BRAND

DRIVE A CULTURE OF
CONTINUOUS IMPROVEMENT

DEVELOP INNOVATIVE WAYS
TO DELIVER SERVICES

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THESE WILL HELP THE COUNCIL TO DELIVER ITS CORPORATE STRATEGY AND THE OD VISION, EMPOWERING OUR PEOPLE TO BE EFFICIENT, EFFECTIVE AND PROACTIVE.

WHAT WE WILL DO FOR STAFF



WE PLEDGE TO:

- Ensure we effectively recruit, retain, develop and reward existing staff through our talent management programmes to build a higher performing workplace where people are able to perform to the best of their ability.
- Provide leadership development to enhance the skills of our leaders to ensure everyone can perform to the best of their ability.
- Embed competency behaviours and skills to support the continuous improvement of every member of staff.
- Help the Senior Team to create and maintain a culture of creativity and openness.
- Identify future talent, succession and development opportunities, recognising and rewarding the right attitude and behaviours.
- Ensure our existing and future staff policies are developed to high standards, are aligned to organisational strategic aims, enhance our organisation and are relevant to those who use them.
- Support managers to design structures and jobs at all levels of the organisation that will help to ensure organisational objectives are met.
- Provide network opportunities within the organisation and encourage networks outside with our partners.
- Engage staff in the development of a positive working environment providing staff with a platform to input and provide feedback on their experience of the workplace.
- Work in partnership with Unison to create and maintain a successful working environment.
- Help ensure employees feel well and safe at work by making available high quality information and interventions concerning health and wellbeing.
- Ensure we have a modern and affordable pay and reward strategy to attract and retain talented people, ensuring that pay is fair and competitive across the organisation.

WHAT WE WILL DO FOR COUNCILLORS

WE PLEDGE TO:

- Support councillors to ensure they have the skills, knowledge and confidence they need to deliver their roles effectively as strategy and policy setters.
- Ensure councillors are fully aware of their responsibilities and accountabilities to deliver good governance.
- Support the continued development of councillors to prepare them for roles they may fill in the future.
- Embed competency behaviours and skills to support continuous improvement for every councillor.
- Have development opportunities available to all elected councillors, irrespective of political allegiance.
- Recognise that councillors may have transferable skills that can be utilised in the council.
- Maintain the standards of councillor training and development to meet the ongoing requirements of chartered status.

WHAT THIS STRATEGY AIMS TO ACHIEVE

Page 10

Through an evidence based approach to organisational development, this strategy aims to deliver the following outcomes:

- A businesslike, proactive workforce with the right attitude, working to serve customers in a joined-up way across public service.
- Highly engaged staff who are proud to be working for the Council and act as advocates of the Council as an employer.
- Informed, skilled and motivated employees who understand how their day to day work is delivering the corporate strategy.
- A positive reputation of the council maintained and enhanced through the customer experience delivered by our staff to further exceed and deliver services and support to East Hampshire residents.
- Keeping and attracting quality staff and maximising their potential (increased retention of staff, loyal staff and associated cost savings)
- Increased income generation by marketing and selling OD services to others across the local government network.
- Staff and Councillors effectively using 'self serve' methods to access all types of services and manage people issues appropriately.
- Building leadership capacity through our talent management processes to provide the opportunity for development and succession from within the council.
- A flexible and responsive approach to reward to remain competitive with the market and to incentivise high performance.
- Cultural transformation aligned to the strategic aims of the Council to enhance performance and service delivery.
- Councillors who have the skills and knowledge needed to oversee the delivery of high-quality public services through their community leadership roles.



ACHIEVING THE AIMS OF THE STRATEGY

To achieve the aims we will ensure that:

- We are engaging with our stakeholders to understand their business needs and tailor solutions accordingly.
- We are developing and implementing the right OD interventions which support the delivery of the corporate strategy.
- We are measuring and evaluating the effectiveness of OD interventions that are implemented so they can be constantly improved.

KEY PERFORMANCE INDICATORS

To measure and evaluate our effectiveness we will use the following KPIs:

- Qualitative feedback from a variety of sources e.g. surveys, evaluation forms, interviews, customer feedback
- Quantitative data from a variety of sources e.g. recruitment, sickness absence, turnover, performance/appraisal, talent

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ORGANISATIONAL DEVELOPMENT STRATEGY 2018-21

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