

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

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