



ORGANISATIONAL DEVELOPMENT STRATEGY 2018-21

RIGHT PEOPLE • RIGHT JOB • RIGHT ENVIRONMENT • RIGHT RATE

Havant
BOROUGH COUNCIL

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

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 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, helping staff to understand their role in the wider public service.
- 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



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.
- 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