

**CABINET
23 JUNE 2020**

***PART 1 – PUBLIC DOCUMENT**

TITLE OF REPORT: SHAPING OUR FUTURE – ORGANISATIONAL DEVELOPMENT PROGRAMME

REPORT OF THE CHIEF EXECUTIVE AND DEPUTY CHIEF EXECUTIVE

EXECUTIVE MEMBER: LEADER OF THE COUNCIL

COUNCIL PRIORITY: BE A MORE WELCOMING AND INCLUSIVE COUNCIL

1. EXECUTIVE SUMMARY

- 1.1 The Council is currently undertaking a range of initiatives, both structured and organic, which contribute towards our organisational development. Examples include Leadership Development, work on equality, diversity and inclusion, commercial culture and digital transformation all under the umbrella of our Values and Behaviours. These initiatives are not linked by a clear overarching strategy, which means they might not be as effective as they could be if we adopted a clear overall approach with clear outcomes that each strand contributes to. These activities are also closely linked with the Corporate Peer Challenge Action Plan.
- 1.2 The purpose of this report is to set out and agree outcomes for the ‘Shaping Our Future’ Programme, which provides this strategy, and to consider and establish a working group. It is proposed that the working group be less formal than a Project Board but that Member and Officer involvement is crucial. To provide a framework for this the report sets out proposed terms of reference and membership.

2. RECOMMENDATIONS

- 2.1. That Cabinet endorse the outcomes set out at paragraph 8.2 of this report for the Shaping Our Future Programme, to be implemented by the Head of Paid Service.
- 2.2. That Cabinet endorse the terms of reference for a working group, attached at Appendix A, to be implemented by the Head of Paid Service.

3. REASONS FOR RECOMMENDATIONS

- 3.1. These recommendations are based on a need to create clarity about the purpose and need for Organisational Development and to clearly link this to the Councils Priorities and the Corporate Peer Challenge Action Plan.

- 3.2. The recommendations recognise that whilst much of the activity encompassed in the Shaping Our Future Programme is to do with the Management of the organisation and therefore focuses on officers it must be in line with the Councils Priorities. It is also important that values and behaviours are understood and demonstrated consistently by both officers and Members and that Members support and engage with the Shaping Our Future programme where it relates to them.
- 3.3. A working group will provide a focal point for 'Shaping our Future' and act to steer and facilitate actions that work towards the outcomes.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1. The only other option would be to continue with the various ad-hoc organisational development activities in an uncoordinated way. Whilst progress would be made we would lose the opportunities afforded by co-ordination and alignment with Council priorities and the Corporate Peer Challenge recommendations.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1. Consultation with Members is described at 7.1 below although members will already have been aware of the development of the Values and Behaviours.
- 5.2. Aspects of organisational development work already underway were shared during the Corporate Peer Challenge and feed through into the action plan.
- 5.3. The Staff Consultation Forum have been asked to comment on the proposals in this report. No responses were received.

6. FORWARD PLAN

- 6.1. This report does not contain a recommendation on a key Executive decision and has therefore not been referred to in the Forward Plan.

7. BACKGROUND

- 7.1. The Shaping our Future strategy was initially raised with PLB in November last year and an information note was formally discussed by PLB on January 7th this year. It was agreed that the proposed outcomes and working group should be considered by Cabinet after the recommendations of the Corporate Peer Challenge were received. Following further discussion at PLB on 19 May this report is being brought forward to coincide with the report to Cabinet on the Corporate Peer Challenge action plan.

8. RELEVANT CONSIDERATIONS

- 8.1. Officers recognised that the term "organisational development" will not mean much to some and may be off putting to engagement. The programme has therefore been called 'Shaping Our Future' which truly reflects its importance in terms of how NHDC adapts and changes as an organisation. We try to avoid referencing organisational development when engaging people with the programme.

- 8.2 In work to date and initial discussions with PLB the outcomes that we would expect from the initial programme in the 2 years to May 2022 have been considered. These outcomes would help align the various activities already underway and new activities identified through the programme. The outcomes suggested are:-
- A high quality, diverse, inclusive and resilient workforce, meeting the needs of our community;
 - A healthy, creative and productive organisation;
 - A vibrant culture that embodies our values and behaviours.
- 8.3 Having looked at several organisational strategies whilst researching this proposal there are an infinite number of options for the proposed outcomes but these seem to effectively describe our ambitions. It is envisaged that if the programme is successful it will be extended beyond the initial two year period.
- 8.4 The lead officer for the working group will be the Service Director Resources although the Managing Director as the Head of Paid Service, will still be significantly involved as a member of the group. Other officer involvement would be:
Service Director Commercial (and other staff from this directorate as required)
Service Director Transformation (subject to approval and appointment to the post)
The Learning and Employee Engagement Manager and other HR staff.
A range of other staff across service areas and grades.
It may be that sub-groups would be used to focus on specific aspects of the programme.
- 8.5 It is proposed that the Leader of the Council heads the Member involvement of the group supported by the other Group Leaders and the three Member Development Champions.
- 8.6 As the group is intended to operate informally it is proposed that the business of the group would be led by the Service Director Resources. This also reflects that most of the business will likely be concerned with staff management issues. The Leader would take the lead on aspects of the programme related to Member Development for example.
- 8.7 The intention is that the working group would function in a steering and coordinating capacity rather than making decisions on every disparate activity that makes up The Shaping Our Future programme.
- 8.8 The organisational development process is, in broad terms, a simple one. You establish a clear vision of where you want the organisation to be, assess where you currently are, then establish how to bridge the gap between the two, whilst engaging the whole organisation at every stage.

Proposed process:-

1. Using the outcomes set by Cabinet, create a clear vision of the organisation of the future by developing the diagram below 'Where we want to be'



2. Analysis of current organisation against the vision 'Where are we now?' – with consultation and feedback exercises, engaging individuals/ managers/ teams/ councillors
3. Consider how current approaches and existing interventions can be aligned with the vision
4. Develop plan for further interventions and how they can be supported - with consultation and feedback exercises, engaging individuals/ managers/ teams/ councillors
5. Monitor progress against objectives

9. LEGAL IMPLICATIONS

- 9.1 The Local Government and Housing Act 1989 details that the Head of Paid Service will determine how the functions of the Authority will be delivered and the organisation of the Authority's staff. This is also reflected in the general delegation within the Constitution, section 14.6.4 (a) (i). The current Head of Paid Service (Chief Executive) and future Head of Paid Service (currently Deputy Chief Executive, to be Managing Director from July) have been involved in drafting the planned outcomes of the "Shaping our Future" Programme and the Terms of Reference for the working group.
- 9.2 For this programme to be successful it requires political support for the planned outcomes over the medium-term and also for Members to also engage in the development programme. Therefore, Cabinet are being asked to endorse the planned outcomes of the programme in recommendation 2.1. Given that the terms of reference determine Member involvement in the working group, Cabinet are also being asked to endorse those as well. As this is not a policy or strategy that is reserved to Council, then it is a Cabinet decision (section 5.6.1 of the Constitution).
- 9.3 Under section 5.6.6 of the Constitution, Cabinet may "consider and respond to recommendations and reports from the statutory officers".

10. FINANCIAL IMPLICATIONS

- 10.1. There are no additional Financial requirements at present as the programme will be resourced using existing staffing and budget arrangements.
- 10.2. There are no specific revenue implications.
- 10.3 There are no specific capital implications.

11. RISK IMPLICATIONS

- 11.1. The Shaping our Future programme will help to ensure that actions are aligned to the Council's objectives and how it wants to go about achieving those objectives. This therefore reduces organisational risk.

12. EQUALITIES IMPLICATIONS

- 12.1. In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.
- 12.2. A stated outcome of the programme is :

A high quality, diverse, inclusive and resilient workforce, meeting the needs of our community

It is therefore likely that the programme will have significant positive impact in respect of 12.1 above by seeking to create a culture in which equality issues are to the fore.

13. SOCIAL VALUE IMPLICATIONS

13.1. The Social Value Act and “go local” requirements do not apply to this report.

14. ENVIRONMENTAL IMPLICATIONS

14.1. There are no known Environmental impacts or requirements that apply to this report.

15. HUMAN RESOURCE IMPLICATIONS

15.1 Many aspects of ‘Shaping our Future’ are to do with the way we organise, manage and support our workforce in order to achieve the priorities of the Council.

16. APPENDICES

16.1 Appendix A – Draft Terms of Reference ‘Shaping our Future’ Working Group

17. CONTACT OFFICERS

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18. BACKGROUND PAPERS

18.1 There are no additional background papers.