

REPORT TO EXECUTIVE

DATE	17 February 2020
PORTFOLIO	Resources and Performance
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ORGANISATIONAL DEVELOPMENT STRATEGY 2020**PURPOSE**

1. To revise the council's Organisational Development (OD) Strategy.

RECOMMENDATION

2. That the Executive approve the council's revised Organisational Development Strategy.

REASONS FOR RECOMMENDATION

3. The strategy sets out how the council as an organisation needs to develop, to help it achieve its ambition for the borough as set out in the Strategic Plan.

SUMMARY OF KEY POINTS

4. **Background**

In 2009, the Executive approved the Council's first Organisational Development Strategy to formally direct organisational change following the successful Team Burnley Change Programme. That programme was started in 2007 to change the council's performance culture. It resulted in a wide range of developments which were acknowledged in the 2008 staff survey and the Investor in People external assessment in 2009.

Our subsequent employee surveys and liP assessments (GOLD) in 2012, 2015 and 2018, have provided verification that the strategy and associated work programmes have created a more motivated, engaged, confident and resilient workforce.

5. The updated Organisational Development Strategy describes the organisational changes the council needs to make over the next 2-year period through the development of people, processes and technology.

The updated vision continues to describe the organisation as one that is smaller, versatile and pragmatic, that remains sustainable in order to deliver agreed strategic objectives and

meet the resource challenges ahead.

The strategy demands that our leaders be role models: inspiring, motivating and coaching for results beyond what is expected. They will also be committed to strong partnerships, service and personal improvement and will collaborate across traditional boundaries, and they will be confident, innovative and competent enablers on the council's behalf.

The council's structures, roles, policies and procedures will be aligned to encourage enterprise, ambition, autonomy and individual ownership, where people are empowered to challenge the status quo and those behaviours that are not in line with council's values. Our employees will feel appreciated and valued for their efforts and be encouraged to learn and develop.

The revised organisational objectives are detailed in the drafted Organisational Development Action Plan attached to the Strategy at Appendix 1.

6. The OD Strategy is owned by the Management Team and implemented through the Team Burnley Programme Board. A cross section of employees will work on the agreed strands as set out in the strategy and action plan. Policies, procedures and guidelines will be reviewed and developed in a way that supports the strategy. Progress towards objectives will continue to be managed and monitored by the Team Burnley Programme Board and impact measured against resident surveys, employee surveys, liP assessments, agreed performance targets and feedback from stakeholders.

FINANCIAL IMPLICATIONS AND BUDGET PROVISION

7. There are no new budget implications arising from this report. The Organisational Development Strategy will inform the use of service or other budget provisions, including, for example, the council's Corporate Training Programme.

POLICY IMPLICATIONS

9. The Organisation Development Strategy builds on existing work across the Council and provides a clear focus for how the council as an organisation needs to develop into the future. As such, the Strategy will inform the work and service plans of a wide number of Service Units over the next two years.

DETAILS OF CONSULTATION

10. None.

BACKGROUND PAPERS

11. None.

FURTHER INFORMATION

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