



PEOPLE AND DEVELOPMENT TEAM

People and Development

Shaping Our Future

Burnley Borough Council

Organisational Development Strategy

2020 - 2022

CONTENTS

1. Introduction	2
2. Organisational Development Vision and Objectives	3
3. Organisational Values	4
4. OD Strands	4
5. Implementation	5
6. Monitoring and Evaluation.....	5
Appendix 1	6
Appendix 2- Results from the 2016-19 Strategy by Theme	10

Organisational Development Strategy

1. Introduction

The Council continues to face significant budget uncertainty but its determination to transform quality of life in Burnley and Padiham is undiminished. To deliver its ambitious strategy for the borough requires creativity, enterprise, with support from partners in the public, private and voluntary sectors.

Through our organisational development strategies and associated actions plans we have demonstrated a commitment to sustaining and improving our performance, developing and building capacity in our workforce, delivering quality services and enhancing our reputation and image resulting in a measurable cultural shift in the organisation and a positive impact on our local economy and communities.

Over the three years of the last strategy, we have fine-tuned our organisational structures, developed and enhanced our external partnerships and relationships, grown our commerciality discipline and expertise, further modernised and digitised our services, providing greater accessibility to our customers, continued to nurture and develop the talent in our workforce and proactively managed our resources and priorities to ensure we deliver the best outcomes for Burnley (see appendix 2 for more detail on the outcomes of the last OD strategy).

In September 2016, the Council arranged an external assessment under the Local Government Association (LGA) Corporate Peer Challenge, followed up in July 2018. The feedback confirmed the Council was making significant progress in relation to a range of economic, housing and regeneration projects and developing commercial approaches, that it had developed robust mechanisms to securing investment in the borough, was respected and valued as a partner and that jobs growth in the borough had outstripped many parts of the country.

In September 2018 the organisation retained its Investor in People Gold accreditation evidencing that the Council continues to operate at the very highest levels of people management practices. The independent assessor highlighted that the assessment outcome was *“particularly commended given the more rigorous nature of the updated Standard and the significant amount of change the Council continues to go through, including the requirement to continue to make significant financial savings and to deliver high quality services to residents with a reducing workforce.”*

Employee satisfaction and attendance levels remain high. The Council's Wellbeing Strategy and initiatives and were also re-accredited with the IiP Health and Wellbeing Good Practice Award in 2018.

The Council's strategic objectives continue to fall under 4 key themes:

- **PEOPLE:** Creating flourishing, healthy and confident communities

- **PLACES:** Making the borough a place of choice to live
- **PROSPERITY:** Promoting transformational economic change for Burnley
- **PERFORMANCE:** Ensuring a continuous focus on improvement in all aspects of the Council's performance

This organisational development strategy aims to provide a pragmatic guide for maintaining our high performance, for developing great leadership that will foster and develop strategic partnerships and relationships and continue to develop the capacity and capability of our people, building growth in our borough. It directs our priorities in terms of leadership capability, organisation behaviours and business efficiency to ensure a sustainable future with significantly fewer resources. We will continue to apply our enterprise and ambition, together with our partners to meet the service needs of our community.

2. Organisational Development Vision and Objectives

Over the next two years Burnley Council will move forward with business efficiency plans, making appropriate investments in technology and associated processes. It will be an organisation that has an engaged and enthused workforce, with skill development focused on both organisational and individual needs to facilitate fluid pathways across service sectors and partners.

Our leaders will look to the future to plan the capabilities the organisation needs. They will be visionary and ambitious role models, inspiring motivating and coaching for results beyond what is expected. They will be committed to strong partnerships and relationship management, collaborating across traditional and non-traditional boundaries, together with service and personal improvement. They will be confident, innovative and competent enablers on the Council's behalf.

Our 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 behaviours that are not in line with Council values. People will feel appreciated and valued for their efforts. They will be encouraged to learn and develop to effectively deliver the organisation's objectives.

Our objectives and actions linked to this vision are provided below. They detail the planned interventions for continuing, significant improvements in organisational effectiveness. They will include systematic assessment and diagnosis of methodologies, whole system changes and changes in culture; the unconscious side of the organisation.

3. Organisational Values

Our core values, developed with our employees, reflect both our current state and our ambition and are also reflected in our behaviour framework.

- **T** -Together
- **E** -Enterprising
- **A** - Ambitious
- **M** -Meeting Customer Needs

4. OD Strands

Over the lifetime of the strategy our organisational focus will fall around four key strands of development. An action plan linked to the strands below is attached at Appendix 1.

We will:

- Provide great **leadership**, by developing or recruiting visionary, ambitious, effective and enterprising leaders who are open to feedback, who engender a values driven culture where all employees are empowered to deliver high quality services, encouraged to bring forward new ideas or challenge existing ways of working
- Strengthen and build our **partnerships**, by developing interrelationships and shared working opportunities with the public, private, voluntary, and third sectors for the longer term, identifying new or softer relationships that work toward a common aim to create win-win solutions for our citizens
- Be **business efficient** and improve productivity through technology that is literate, flexible and joined up, making appropriate investments, restructuring tasks, reshaping and remodelling structures. To effectively measure and demonstrate the impact over time of our projects and activities both within and external to the organisation
- **Empower and engage**, with a focus on the wellbeing and resilience of our diverse workforce, with reward and recognition systems that attract, retain and value our talent, having organisational and personal skill development that create fluid career pathways across services, other sectors and partners. Communicating actively and positively our achievements to both employees and our residents

5. Implementation

We will take every opportunity to involve our employees directly and through trade unions and our partners in the organisational changes, understanding that we need to support our people and manage the risks and anxieties, whilst making the creative changes for a sustainable future.

The OD Strategy and the associated action plan will be owned by the Management Team and implemented through the Team Burnley Programme Board. Policies and procedures and guidelines will be developed in a way that supports the strategy.

6. Monitoring and Evaluation

The Strategy will be formally reviewed on an annual basis to ensure that the priorities it sets are the right ones and monitored through the TEAM Burnley Programme Board

Progress towards the aims and objectives will be measured by:

- Residents surveys
- Employee survey;
- External assessments – e.g. liP or peer benchmarking;
- Value for money analysis;
- Progress towards agreed performance targets;
- Feedback from stakeholders

Other assessment tools may be developed that include focus groups and one-off surveys.

Appendix 1		
Organisational Development Action Plan 2020 – 2022		
OD Strand		
Leadership	Objectives and Actions	Owned by
	Continue to develop leadership capabilities, fully embedding a culture of inspirational leadership through the Talent Management and Corporate Coaching programmes and Employee Conferences and TEAM awards	CEO and COO, People and Development
	Strengthen communication of positive achievements externally and internally through new communications and engagement strategy	Policy and Engagement
	Continue to improve the visibility of Senior Management through Chat with the Chief and attendance at team meetings	CEO and COO
	Develop and promote the development opportunities for councillors.	Legal and Democratic Services / Member Structures Working Group
Partnerships	Objectives and Actions	Owned by
	Revise the Council's employee volunteering policy and effectively measure the uptake and impact of the policy over time e.g. amount raised for charity, number of hours, number of people engaged year on year across the Council and the impact of the volunteering projects engaged in vs what the Council pays to help facilitate this	People and Development
	Develop and recognise the impact of engaging and cultivating stronger partnerships such as with government agencies, education, housing agencies and voluntary sector.	Heads of Service, CEO and COO
	To support local learning establishments through volunteering, career advice, coaching and mentoring and workshops plus professional advice and support.	People and Development

Business Efficient	Objectives and Actions	Owned by
	Deliver the agreed technological systems and associated improvements as detailed in the Council's Digital Strategy. These include:	
	<ul style="list-style-type: none"> • Chris 21/HR21- manager self serve efficiencies 	People and Development
	<ul style="list-style-type: none"> • Office 365 and SharePoint online to improve cyber security and mobile working 	All services
	<ul style="list-style-type: none"> • Idox Uniform to enable end to end digital processes and mobile working 	DC team, land charges, housing, Streetscene
	<ul style="list-style-type: none"> • Promoting channel shift by nudging residents to go digital through improved web transaction services and promoting the digital as the primary way of contacting us while continuing to support vulnerable customers who cannot transact online. 	Policy and Engagement
	<ul style="list-style-type: none"> • Improve management and use of geographical information 	DC team, Streetscene, Economy and Growth
	<ul style="list-style-type: none"> • Developing the digital approach to delivering selective landlord licensing 	Private Sector Housing team

Empower and Engage	Objectives and Actions	Owned by
	Continue to seek periodic feedback from employees about the organisation's overall approach to reward and recognition,	People and Development
	Use pulse surveys to consider as well as asking line managers to seek feedback within their respective services/teams given that different things motivate different people	People and Development All services
	Deliver an annual comprehensive corporate learning and development programme based on a training needs analysis that includes bespoke service requirements and continues to develop management capacity, talent management, employee safety and wellbeing	People and Development
	<p>Engaging and nurturing talent</p> <ul style="list-style-type: none"> • Facilitating career pathways over traditional boundaries • Apprenticeships make best use of the resources in the Apprenticeship Levy • Succession planning / knowledge management • Inclusive talent approach – everyone has the potential to make a special contribution • Promoting jobs and careers within the public sector • Addressing any diversity issues identified in the workforce plan • Facilitate career self-management • Talent Management programmes • Corporate apprenticeship 	People and Development, Middle leaders
	<p>Deliver the Time to Change action plan.</p> <ul style="list-style-type: none"> • 7 Mental Health First Aiders in place with further training planned in March 2020 • Health & Wellbeing Events to help to support mental health • Council Policies and Procedures regularly reviewed • Resilient Leadership and Stress Management Training Events held 	People and Development
	<p>Continue to deliver the Health and Wellbeing Strategy/Action Plan.</p> <p>2020 will also be the priority year for delivering Domestic Abuse Awareness Training to all employees and Members of the Council.</p>	People and Development

	Empower middle leaders to increase involvement and participation, ownership and cross departmental working via the Middle Leader Group	Chief Operating Officer and Heads of Service

Appendix 2- Results from the 2016-19 Strategy by Theme

Empower - our leaders and employees, expanding their skills, capacity and competence and their understanding of governance and risk within an organisational culture and workforce structures that engage and nurture talent, encourages agility, commerciality and support a business partnering model approach

Structure, job design and roles

- Reviewed the structure of our senior management, downsizing to one Chief Executive and one Chief Operating Officer
- Reduced the number of heads of service to 7 FTE, reviewed and job evaluated their job roles and updated salary levels
- Various in service restructures and workforce planning activity that has continued to reduce our workforce numbers in line with budget provision
- Agree an update to the Council's grading structure to comply with the new national pay spine
- Under our Investors in People (IIP) reaccreditation in September 2018, judged as high performing on the structure and job design indicator.

Reprofiling Roles

- Our TEAM values have been integrated into our Behaviour Framework
- Senior managers have completed a collaborative leadership course – Working Together, Get Results
- Delivered a Step Up learning programme for middle leaders and a Talent Management course for our rising stars
- Run an ILM3 leadership course in partnership with Burnley College
- Re-established our middle leader forum
- Used our Apprenticeship Levy to fund apprenticeship MBAs and Level 6 degree apprenticeships in partnership with UCLAN together with Level 2 3 and 4 apprenticeships in horticulture or business administration.

Agility in HR policies and procedures

- Integrated our CHRIS21 employee database with payroll in partnership with Liberata
- Improved accessibility to payslips for all employees either via email or HR21 – our self-service HR system
- Updated a variety of HR, H&S or L&D strategies, policies and procedures to an agreed schedule to ensure the Council is operating efficiently and effectively.

Nurturing Talent

- Increased the number of career grades in the establishment
- Continued to support capacity groups such as trained trainers, mentors, coaches
- Maintained our PDR and job chat processes

- Annual corporate training calendars delivered based on identified training needs
- Support for apprentices, increasing the number and level of apprenticeships and work experience programmes
- Project based learning, e.g. 10K run and volunteering project
- Participation in Young Authority of the Year
- Internal promotions
- Investors in People reaccreditation in September 2018, judged as high performing on building capacity

Values

- Review and refresh of our values (TEAM) following our last liP accreditation, with strong link to behaviours
- Employee awards revised under TEAM headings with updated criteria
- Evidence of values being modelled by senior leaders
- Overall good understanding of values in the organisation
- TEAM acronym used widely
- Investors in People reaccreditation in September 2018, judged as high performing on values.

Employee Wellbeing

- Employee Assistance Programme put in place for all employees and members
- Doctor led Occupational Health provision through Lancashire Teaching Hospital continues
- Annual programme of H&WB activity, plus H&S, resilience, assertiveness, managing conflict ,IOSH and first aid training etc as part of corporate learning programme
- Electronic learning (ELVIS) programmes available on health and wellbeing
- Safer Driving at work – new health checks for drivers of council vehicles introduced
- Fully revised Alcohol and Drugs policy implemented
- Menopause and mindfulness courses delivered
- Ongoing employee led groups supported (employee's own time) e.g. book club, yoga classes, knitting and crocheting, lunchtime walking and weigh ins
- Accredited liP Health and Wellbeing Good Practice Award with psychological wellbeing judged as high performing

Digitise – invest in and further modernise our systems and technologies to continuously improve our work processes and customer and business accessibility to our services so that we are operating in the most comprehensive, coherent and cost effective way.

- ELVIS - many new courses added and ongoing review and reconfiguration
- Automation of the recruitment process in partnership with Liberata – currently in development
- Council meetings paperless and improved WiFi in Council buildings
- Intelligent scanning for invoices

- Civica upgrade and revised budget monitoring processes for managers
- Office 365 technical roll out
- Review of end to end digital process for landlord licensing.
- Revs and Bens customer access complete
- Implementation of single system for planning, housing, environmental health and land charges (Idox)
- Paperless billing by default progressed

Partner – strengthen and build our partnerships within the Council’s budget, strategic vision and commercial strategy and develop new partnerships through the Combined Authority and other shared working opportunities.

- Procured housing joint venture partner – Barnfield Homes
- Joint working with Calico
- Maintenance of external networks
- Continued partnership with Urbaser, Burnley Leisure and Liberata
- Accommodation review
- UCLAN partnership

Prioritise – align services to the Council's, strategic vision, statutory/legal responsibilities, available resources and customer and residents’ needs.

- Continued development of budget options that minimise the impact on local residents
- GDPR implemented and associated risks analysed. Processes and procedures updated. Updates to e-learning modules on ELVIS and information security policies
- Town Centre Masterplanning