



**PEOPLE AND DEVELOPMENT TEAM**  
People and Development

Organisational Development Strategy

2022 - 2027

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# 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 whilst also dealing with the impacts of the Covid-19 pandemic (see appendix 2 for more detail on the outcomes of the last OD strategy).

We have continued to engage in the peer challenge agenda and will continue to carry out peer reviews in service units as appropriate.

Whilst we have taken the decision not to seek IIP accreditation we are committed to the values and practices that this promotes.

Employee satisfaction and attendance levels remain high.

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 five 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 to be a team based organisation as defined 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 three key strands of development:

- Visible and values led leadership
- Collaboration and Partnerships
- Organisational efficiency and connectivity

An action plan linked to the strands below is attached at Appendix 1.

We will:

- Provide **visible and values led leadership**, by developing or recruiting leaders that are ambitious for their service and the Borough. We will develop visionary, 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. We will 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 creates fluid career pathways across services, other sectors and partners. We will focus on the climate change emergency and work to ensure all staff and partners engage on this agenda.
- Strengthen and build our **collaboration and 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.

- We will strengthen our **organisational efficiency and connectivity** through developing working practices that are smarter, flexible and joined up. We will restructure tasks, reshaping and remodelling structures, and make appropriate investments in technology where this will improve efficiency and effectiveness. We will ensure that we have strong diverse reach of communication channels and methods to ensure effective engagement with our residents, partners and employees. We will enhance our team-based organisation approach by holding in-person meetings as far as possible notwithstanding the benefits of a hybrid approach where this is appropriate. To effectively measure and demonstrate the impact over time of our projects and activities both within and external to the organisation

## **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 & customer feedback
- Employee survey;
- 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  
2022 – 2027**

<b>Visible and values-led Leadership</b>	<b>Objectives and Actions</b>	<b>Owned by</b>	<b>Updates</b>
	Continue to develop leadership capabilities, fully embedding a culture of inspirational leadership through the Talent Management and Corporate Coaching programmes and Colleague Conferences and TEAM awards	CEO and COO, People and Development	
	Encompass the need for leaders and managers to be visible and engaged promoting connection, compassion and collaboration through face-to-face and hybrid working	CEO and COO	
	Develop and promote the development opportunities for councillors.	Legal and Democratic Services / Member Structures Working Group	
	Encourage empowered high performance, driven by: <ul style="list-style-type: none"> <li>• Coaching and mentoring culture</li> <li>• Effective talent management and succession planning</li> </ul>	CEO, COO, Heads of Service, People & Development	
	Progress towards Platinum Carbon Literacy Accreditation through connection with partners and measurable action plan/climate change strategy.	COO, Climate Change Programme Manager	
	Provide data on progression/destination for apprentices and trainees	People and Development	
	Continue to support the wellbeing needs of our employees through effective Be Well initiatives	People and Development, H&WB Group	

	<p>Engaging and nurturing talent</p> <ul style="list-style-type: none"> <li>• Facilitating career pathways over traditional boundaries</li> <li>• Make best use of the resources in the Apprenticeship Levy</li> <li>• Succession planning / knowledge management</li> <li>• Inclusive talent approach – everyone has the potential to make a special contribution</li> <li>• Promoting jobs and careers within the public sector</li> <li>• Addressing any diversity issues identified in the workforce plan</li> <li>• Facilitate career self-management</li> <li>• Talent Management programmes</li> <li>• Facilitate internal Leadership &amp; Management programme in order to be time and cost efficient</li> <li>• Develop the needs of our diverse workforce to reflect the demographic of our population</li> </ul>	<p>People and Development, Middle leaders</p>	
	<p>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</p>	<p>People and Development</p>	



<b>Collaboration and Partnerships</b>	<b>Objectives and Actions</b>	<b>Owned by</b>	<b>Updates</b>
	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. Promote Place based volunteering opportunities.	People and Development, Policy and Engagement	
	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	
	Engage with partners to serve community need and promote the Place so customers witness collective intent and purpose/vision	Heads of Service	
	Work in collaboration with partners to support residents during cost of living difficulties	CEO & COO Heads of Service	

Organisational Efficiency and Connectivity	Objectives and Actions	Owned by	Updates
	Further develop effective hybrid working arrangements driven through trust and supporting flexibility and efficiency in parallel with excellent customer services and standards	CEO People & 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	
	Deliver the agreed technological systems and associated improvements as detailed in the Council's Digital Strategy.		
	<ul style="list-style-type: none"> <li>Office 365, TEAMS telephony and SharePoint online to improve cyber security and mobile working and to ensure that customers get a timely response on the telephone</li> </ul>	All services	
	<ul style="list-style-type: none"> <li>Idox Uniform to enable end to end digital processes and mobile working</li> </ul>	DC team, land charges, housing, Streetscene	
	<ul style="list-style-type: none"> <li>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.</li> </ul>	Policy and Engagement	
	<ul style="list-style-type: none"> <li>Improve management and use of geographical information</li> </ul>	DC team, Streetscene, Economy and Growth	
	<ul style="list-style-type: none"> <li>Developing the digital approach to delivering selective landlord licensing</li> </ul>	Private Sector Housing team	
	<ul style="list-style-type: none"> <li>Business efficiency review of the Liberata contract</li> </ul>	COO	
	<ul style="list-style-type: none"> <li>Ensuring we have the IT to support efficient hybrid working patterns</li> </ul>	Policy and Engagement	
Strengthen communication of positive achievements externally and internally through new communications and engagement strategy. Monitor and share positive feedback received through social media channels.	Policy and Engagement		



## Appendix 2- Results from the 2020-22 Strategy by Theme

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

- Continued to support capacity groups. Corporate coach supervision and allocation continues with a focus on new starters and managers
- Colleague Conferences held
- Used our Apprenticeship Levy to fund professional qualifications, degree apprenticeships and Level 2 & 3 apprenticeships in horticulture and business administration
- 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
- Modified our PDR process to meet the changing needs of managers and employees during the pandemic
- Annual corporate training calendars delivered on budget and making use of digital/online interventions where appropriate
- Introduced hybrid working and achieved a staged process to minimum 3 days in the office
- Carbon Literacy Bronze award achieved. Carbon Champions identified with a place for train the trainer and organisation roll out.

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

- Promoted volunteering opportunities when available. Employees have volunteered to assist with Burnley Together telephone lines, Covid-19 testing sites, delivery of food parcels and working with the Community Grocery.
- Attended career events and arranged building aspirations sessions with local schools.
- Continue to support work experience programmes
- Engaged 7 kickstart placements that completed the 6-month programme. 70% of these have secured continued employment with the Council.
- Joint working with Calico to establish Burnley Together
- Continued partnership with Urbaser, Burnley Leisure and Liberata
- UCLAN partnership

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

- Various in-service restructures and workforce planning activity
- Hybrid working in place and roll-out of necessary IT is almost complete
- Manager/employee self-serve project on HR21 has been completed
- Automated recruitment process via JobsGoPublic in partnership with Liberata
- Improved wi-fi in Council buildings

**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

- Staff engagement survey took place in Summer 2022
- Apprentice levy fully spent
- Career fairs and other events attended to promote careers within local government
- Completed unconscious bias training
- Kickstart programme was a success with 70% of those engaged securing continued employment with the Council
- Mental Health First Aid refresher training took place in March 2022
- Bereavement support officers trained and in place
- Focus on mental wellbeing during the pandemic
- Covid-secure working practices have been in place throughout
- Continue to provide an Employee Assistance Programme for all employees and elected members
- Procured new supplier for Occupational Health provision – Healthwork
- Menopause Champions introduced
- Employee-led groups continue to be supported e.g. fitness classes, lunchtime walks, weigh-ins, knitting and crocheting