

REPORT TO EXECUTIVE



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PORTFOLIO	Resources and Performance
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ORGANISATIONAL DEVELOPMENT STRATEGY 2022-2027

PURPOSE

1. To report on the revisions to 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 (IiP) external assessment in 2009.

Our subsequent employee surveys and IiP assessments 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 5-year period through the development of people, processes and technology.

The strategy highlights some key achievements from the previous action plan. These include:

- continued use of our apprenticeship levy funding to support professional, degree and level 2 & 3 apprenticeships.
- support of the Government's kickstart programme with 70% of those placed securing continued employment with the Council
- introduction of hybrid working
- arranging a building aspiration event with local secondary school
- promoting volunteering opportunities and a number of employees have assisted with Burnley Together, Covid-19 testing and working with the Community Grocery
- achieving the Carbon Literacy Bronze award
- improving technology to support efficient working and services to our communities
- a focus on mental health and wellbeing during the pandemic and continued to provide an employee assistance programme for all employees and elected members

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. It is necessary to regularly review and refresh the focus and themes of the strategy to ensure that it continues to meet the demands and challenges of an effective organisation and this is done in full consultation with the Team Burnley Programme Board. Over the lifetime of this updated strategy our focus will be on:

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

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. Key objectives include:

- the commitment to continue to develop our leaders, employees and elected members
- to continue to develop effective hybrid working arrangements, supporting flexibility and efficiency in parallel with excellent customer services and standards
- to continue to support the health and wellbeing of our employees
- to progress towards Platinum Carbon Literacy Accreditation through connection with partners and measurable action plan/climate change strategy

- to serve the needs of our communities and support residents during the cost-of-living difficulties including collaboration with our partners
- to deliver the technology that allows our customers to engage whilst supporting vulnerable residents who are unable to transact online

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 & feedback, employee surveys, agreed performance targets and feedback from stakeholders.
7. Whilst the Council have taken the decision not to seek IIP reaccreditation, the OD strategy continues to demonstrate the values and practices that this promotes and we are still fully committed to the principles of investing in our workforce and supporting their health and wellbeing, meeting the objectives of the OD and Health & Wellbeing Strategies. The Council continues to support our corporate groups such as the Internal Review team, Corporate Coaches and Health & Wellbeing Group to ensure that we continue to demonstrate that commitment internally.

FINANCIAL IMPLICATIONS AND BUDGET PROVISION

8. 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 five years. The action plan will be reviewed regularly by the Team Burnley Programme Board.

DETAILS OF CONSULTATION

10. None.

BACKGROUND PAPERS

11. None.

FURTHER INFORMATION

PLEASE CONTACT:

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