

## Outcomes from OD Strategy 2011-15

### Improving Customer Focus

Since the last Organisational Development Strategy was introduced, the Council has invested in improving how it puts the customer at the centre of the services we provide. This has included:

- All staff having undertaken training in customer care through the tailored Here to Help training programme and this has now been incorporated into our induction training programme
- A number of front line Service Units have been trained in Plain English to ensure that our written communication with customers is straightforward and easy to understand
- A corporate Service Charter which publicises our service standards for responding to customers is in place and each Service Unit has developed their own specific service standards so customer know what they can expect from any service.
- Our complaints system has been reviewed to ensure that we have a better understanding of the complaints the Council receives and how we can try and prevent reoccurrences of any poor service provision.
- A further range of service requests, including green spaces, housing and environmental health, have been transferred into Contact Burnley, to take us one step closer to dealing with all queries at the first point of contact.

Since 2010, the Council's satisfaction ratings core services have remained consistently high, despite significant budget pressures. We will continue to monitor resident satisfaction and service quality, through an annual resident satisfaction survey and biennial mystery shopping exercises. We have also:

- Introduced a new Telephony System, minimising impact on both internal and External customers (Nov 2011)
- Introduced and embedded Customer Impact Assessments to ensure that we understand and minimise any negative impact from service changes we are planning to introduce
- Promoted the work of the Council through our website, Council newsletter, and through a series of new Ward meetings
- Reviewed our cash collection service and introduction of automated payments. Cash collection ceased for Council Tax 2012
- Reviewed the Council's Customer Access and Service Strategy (2012)
- Further integrated back office services into Contact Burnley.
- Developed a single Council directory to better identify who in the Council deals with what (2012)
- Increased the use of social media such as Facebook, Twitter, etc. to promote and publicise our services
- Introduced a new Customer Relationship Management System (CRM) – (completed 2012) and transferred all existing services
- Worked to improved digital inclusion within the borough so that vulnerable groups have access to on-line services
- We have refreshed all of our forms on the website making them more visible with a more consistent look and feel for the customer

## **Building leadership and managerial and organisational capacity (BLAMO)**

The BLAMO group have worked on a programme of activity covering a range of development areas identified through their initial action plan/ambitions, the 2008 and 2011, 2013 Staff Surveys, the 2009 Time Best Council survey, staff conference feedback and towards the liP GOLD assessment framework.

**Senior managers and middle managers:** Following a one off senior level programme in 2010-11, the Council continues to provide Dale Carnegie Leadership training at middle manager level. So far 4 cohorts have been delivered and now CPD sessions support the continued use of principles. It continues to be well received and second stage reviews highlight behavioural changes beyond the training intervention. This is also evidenced in the liP assessment 2012 and the staff attitude survey 2011 and 2013 where managerial competency has increasingly improved over time since 2006.

In particular the GOLD liP assessment highlights significant increases in decision making capability, supporting behaviours, challenge, ownership and delegation. Coaching practices are also developing. All were key development areas identified in 2006/7 when the programme was designed. The wider management group continues to meet as a tangible outcome from the programme, established to bring together senior and middle managers on a quarterly basis for involvement in decision making and strategic planning.

### **Redundancy support:**

The Council continues to provide on going individual support for those at risk. The Neurolinguistic Programming Modelling study of the effects and responses to redundancy that was undertaken in the last large scale round has been shared with the Wider Management Group for lessons learnt. This has highlighted best practice and areas for development in the way redundancy is managed and received. It also influenced the managing change programme content which was delivered following the last round in 2010/11 and on going support activity. Future redundancy programmes will incorporate this learning.

**Skills Pledge:** The Council signed up to the Skills Pledge and Get On Award in 2008 and achieved distinction status in both awards in 2009 and still remains the highest scoring authority on the NWEQ assessment measuring tool –Skillsnet for the North West Region. 2 employees are trained as Peer verifiers in this field and the OD officer is asked to speak regionally about the Council's success in this field, also hosting a North West Skills Study Day to highlight the exemplar practice in Burnley. The Skills Action Group responsible for monitoring the skills agenda has now disbanded and instead reporting falls under the liP theme and with Team Burnley Board. The Council is due reassessment in 2013/14.

**Coaching Culture:** Significant financial and time investment has been made to the ambition of developing a coaching culture. A second stage measurement of coaching culture has been undertaken in April 2012 as part of a Masters dissertation providing significant tangible increases in coaching behaviours.

Development of a pool of Level 5 ILM endorsed corporate coaches has been a significant factor in progress towards this goal. Both cohorts have also completed the ILM 5 Coaching and Mentoring in the Workplace certificate with Burnley college.

A highly developed Ambassador Programme (Instep UK) has led the way resulting in 12 remaining trained Corporate Coaches who operate as a team

delivering individual coaching across the organisation. Managers can access the 2day Coaching programme and to date 145 employees have received coaching interventions, now via self referral routes. A Coaching for All programme has been developed to share skills at all levels and a development around Coaching the Customer. Coaching is an embedded part of the new competency framework and the latest IIP GOLD assessment highlights coaching as a key organisational strength with the assessor stating the quality is the best she has seen in any assessment. Impact measures are impressive and cost benefits equate to approx. £45-£50k.

As a result Corporate Coaches have been successful in the recent 2012 MAD awards rated as highly commended for their efforts and impact on workplace performance and engagement. In addition they have won a regional National Training Award in August 2012 following rigorous assessment and in Oct 2012 the European Mentoring and Coaching Council's Coaching Organisation Award, selected from 57 nominations across Europe.

Representatives attend NWE0 regional events and regular CPD activity including supervision are the norm. The Council offers Coach Supervision, now a mix of in house and external following training in this field. Developing a Members pilot Coaching programme is still an ambition, whilst a few coaches are signed up to be regional cross authority coaches via NWE0 Coach Matching Scheme.

#### **Internal Capacity Building remit**

The Council is progressing the development of internal skills sharing and boasts over 50 trained internally trained trainers, saving over £80k per annum from their delivery and 40 trained mentors who support skills development of apprentices, work placements and trainees. 11 Supportive Friends are also trained to aid with employee support. Over 40 people have accessed the internal Neuro Linguistic Programming suite developing change management skills and communication behaviours that impact on performance and collaboration.

**Talent Management:** 2010 saw the first talent management cohort selection and programme design. A pool of 17 talented employees, selected via assessment centre, they worked on organisational projects supporting Team Burnley and OD activity delivering tangible changes for the authority and becoming a capacity resource for use with consultation and change matters in the future.

3 project groups have been responsible for the progress of key areas in: Staff Engagement, Work Experience and the development of Transactional Website services. All programmes have received sponsorship and reported their progress and impact measures to Management Team, Senior Managers and other stakeholders. Lessons learnt from this programme will frame the development for the next programme which has just begun.

**Burnley's Got Talent:** Due to financial restraints, this has been merged with staff conferences and the annual MAD awards. A scroll of achievement highlighting 114 people attaining qualifications in the last 12 months was shown at the May 2012 conferences. In addition an annual Learning at Work Award has been added to the MAD awards. This year the Internal Review Team won this for recognition of their development and significant contributions towards the IIP assessment.

**Times Best Company Actions:** Following the feedback from the 2009 Times best company submission where the Council achieved a “*one to watch*” status, the BLAMO group identified actions that would progress this area.

**The Volunteering agenda:** the Council now has a trained cohort of volunteers available for supporting the young people engagement agenda, profile raising of the Council in young people’s views and enhancing aspirations. Volunteers are offered a number of schools/young people linked activities to take part in. Further development will continue.

**Staff conferences** continue to be developed based on feedback that employees would prefer management to be more accessible; conferences are much more interactive and informal as a result using a round table and topic approach and attendance has increased. Staff feedback from IIP is that they are much better. CEO and Directors *Back to the floor* activities have also been reintroduced. Member development has included similar engagement activity within service units.

**Apprenticeships** The Council now has 30 apprenticeship posts with apprentices in every service unit covering Horticulture, Sport and Business Administration and working at Levels 2 and 3. Supported by trained mentors and managers, the scheme is working well. A report for Resources Scrutiny Dec 12 highlights the tracking of next steps of apprentices and more consistent exit interviewing will aid this understanding further.

From recent recruitment experience more attention still needs to be placed on attraction which will be supported by the continuation of the Talent Management project working with work experience in schools and also through the volunteering route.

A team of 9 Council apprentices were finalists in the national Brathay Challenge out of approximately 90 applications. This provided a life changing experience for the apprentices, it included charity work for a local food bank and a positive impact on the Council’s reputation.

## **Service Transformation and Management of Change**

This strand of the organisational development strategy was aimed at helping the Council respond to an ever changing environment, modernising our services in a progressive and customer/business focussed way. The work here linked strongly to the work in the other 2 OD strands.

### **The Council's website**

Burnley Council recognized that the service it provides to the community had to undergo a cultural and transformational shift to create positive impacts to businesses and service users that were relevant and useful in the current socio –economic climate.

We looked at the technology that could help us better provide better and more strongly integrated services , breaking down silo working to provide a 'total business and customer environment' for the community.

We have improved the Council's website in a way that fits both the customer and new/existing requirements for business. A group of employees undertaking talent management training worked on identifying and the changes required resulting in the implementation of a new website with higher transactional capability. Our own employees in the staff survey 2013 have reported increased satisfaction levels with the website and its functionality in supporting their service delivery.

**Businesses:** The Council is faced with the ongoing challenge of maximizing the impact of our resources for the benefit of businesses and communities. Public sector jobs are declining and Burnley has experienced a 14% reduction in private sector employment over the last decade. Supporting existing businesses and encouraging new businesses into the area is a big challenge and the Council has worked harder than ever to generate jobs growth in the area.

We have responded to the changing expectations of information and service delivery by offering personalised and well- rounded packages of services and support. We have developed a business friendly culture through developing our links to businesses and other local service providers and organisations. For example, our Burnley Bondholders scheme engages 125 businesses that employ 4000 people in the local area. The Bondholder Scheme is an innovative and powerful network of organisations who believe what is good for Burnley is good for business. The scheme, which was praised by the Prime Minister is one of the reasons why Burnley was named the most enterprising place in the UK.

**Management Restructure and Workforce Planning:** We have reviewed our Senior Management structure creating space for service units to innovate, modernise and create savings through more cohesive service structures and exploring alternative service delivery models. Savings at as a result of the management restructure were in excess of £150k and other savings were brought forward, for example the merger of support services in Revenues and Benefits and Customer Services delivered a saving of £30k.

Since 2010, through workforce planning, we have delivered a comprehensive redundancy programme, reducing the Council's establishment workforce by around a quarter and making significant savings as a result. At the same time we have continued to support and develop our apprentice programme, provided work placements for the unemployed and engaged in programmes to enhance school and college work experience programmes.

**Leisure services:** Following option appraisals the Council decided to go ahead with a Leisure Trust to deliver leisure and cultural services for the borough and this is on target to be completed by 1<sup>st</sup> April 2014's.

**Support Services Review:** Job families of support roles were evaluated with and standard job description templates and grading were developed to ensure consistency and fairness across the organisation.

**Shared service options across Lancashire:** An agreement to share legal services work with Pendle Council is now in place. This compliments existing work on joint provision of Health and Safety work with Rossendale Council. The team continue to work towards identifying other options for partnership working with neighbours

**Culture change:** To support a culture of dynamism and innovation in the organisation we have carried out De Bono training and continue to support CPI projects and introduced reward and recognition incentives for innovative projects and ideas.

**Policy review and development:** Over the period of the last OD Strategy we have reviewed and updated a number of HR policies including the payment of additional allowances and the redundancy policy to reflect changes to the organisation's operation. We have also implemented the Living Wage for employees to ensure they are provided with a salary that supports basic living standards

**Procurement Advice and Support:** This is provided through the procurement hub page and by direct input to major procurement projects. The hub page is a well-established council wide resource that is now available through SharePoint. The site provides information to council buyers on compliance with financial procedure rules and the procurement strategy, how to use the councils purchasing system, preferred supplier contacts, details of consumable goods for purchase etc. New user and 'top up' training sessions are available for Radius purchasing users.

The public facing site @burnley.gov.uk advertises current and upcoming tender opportunities; and provides information to suppliers on how and what the council buys. A programme of 'Meet the Buyer' sessions has also been delivered. The councils 'approved suppliers' have been migrated to an on line provider for pre-qualification, streamlining a previously time consuming manual process.

A programme of activity provides advice and practical support to the organisation covering all aspects of EU and UK procurement legislation. Work includes developing pre-qualification questions, tender specification and evaluation models. Recent projects include Manchester Rd Station, Burnley Knowledge Park, St Peter's gym equipment, UTC kit out; and the waste and cleansing services contract.

**Increase on line Service Transactions:** The Council has invested in self-service and in October 2013 went live with "Your Burnley" the portal for residents, which will continue to be developed further.