

REPORT TO EXECUTIVE



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PORTFOLIO	Resources
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ORGANISATIONAL DEVELOPMENT STRATEGY

PURPOSE

1. To revise the Council's Organisational Development Strategy.

RECOMMENDATION

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

REASONS FOR RECOMMENDATION

3. The Council's Organisational Development Strategy is a strategic overview for the Council's change programme, providing a clear direction and focus for how the Council as an organisation needs to develop in the future. This is a planned 2 year revision to the Strategy. The update also brings the OD Strategy into line with the mid year revisions to the Council's Strategic Plan 2013/14 to 2014/15.

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. This programme, overseen by the Team Burnley Programme Board, was commenced in 2007 in order to change how the Council operated as an organisation. 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 (2011 and 2013) and liP assessment (GOLD) in 2012 have provided verification that the Strategy and associated work programmes have created a more motivated, engaged and confident workforce organisation, focussed on improving services and delivering on the opportunities and challenges the Council faces. This is within the context of ongoing budget and staffing reductions.

5. The updated Organisational Development Strategy continues to be the guide that builds on and takes forward previous achievements, developing a cohesive structure for adapting to change and future organisational success. It describes the organisational changes the Council needs to make over the next 2 year period through the development of people, systems and processes.

The revised vision envisages the Council will become a smaller, more agile, adaptable and enabling organisation that is able to respond to resource challenges in order to continue to deliver prioritised, effective services that meet the needs of our local economy and our citizens, directed by Burnley's Sustainable Community Strategy.

The new organisational objectives are detailed in the drafted Organisational Development Action Plan (ODAP) and will be further developed to support this vision. (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 which are to:

- **Engage** with, support and develop our employees, partners and customers, building leadership and managerial capacity, investing in the new skill sets required for our changing organisation; working over traditional boundaries alongside colleagues in partner organisations to deliver seamless services adhering to agreed common values.
- **Adapt**, 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;
- **Re-align** our workforce structures, policies and procedures to meet the needs of an agile, adaptable, professional and highly reputable organisation with appropriate career plans and pathways for sustaining service delivery into the future.

These strands are reflected in the proposed ODAP and will link to the Council's Performance Management Framework and associated Service Plans, People and Learning and Development Strategies and the Council's Workforce Plan.

Policies, procedures and guidelines will be reviewed and developed in a way that supports the Strategy. Progress on the ODAP will continue to be managed and monitored by the Programme Board and impact measured against for example, resident surveys, employee surveys, liP assessments, agreed performance targets and feedback from stakeholders.

7. **Outputs directed by the Strategy**

The outcomes and achievements from the existing OD Strategy and its associated objectives and action plans are summarised in Appendix 2 to this report.

Of note within these outcomes are:

- The Council's new telephony system
- Revisions and improvements to the functionality of the Council's website

- The introduction of a new Customer Relationship Management System and further integration of back office functions into the Contact Centre
- Achievement of liP Gold and the liP Health and Wellbeing Good Practice Award
- Progress in the development of a Coaching culture
- Our Talent Management programme delivered in partnership with Burnley College
- Improving employee satisfaction measured through employee surveys
- Lowest sickness absence figure recorded
- 30 apprenticeships in the organisation
- Personalised and well-rounded packages of support to local businesses
- Development of the use of Sharepoint for document management
- New shared service arrangements developed or maintained
- Management restructure and workforce planning initiatives to create more cohesive service structures
- Exploration of alternative delivery models including the creation of a Leisure Trust

FINANCIAL IMPLICATIONS AND BUDGET PROVISION

8. There are no specific budget implications arising from this report. The Organisational Development Strategy will inform the use of a number of existing service or other budget provisions, 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 direction and 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. No external consultation.

BACKGROUND PAPERS

11. None.

FURTHER INFORMATION

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