



**PEOPLE AND DEVELOPMENT TEAM**  
People, Law and Regulation

# **ADAPTING TO CHANGE**

Burnley Borough Council

Organisational Development Strategy

2013- 2015

# CONTENTS

<b>Item</b>	<b>Page</b>
<b>Organisational Development Strategy</b>	
1. Introduction	2
2. Organisational Development Vision	3
3. Organisational Values	3
4. OD Strands	3
5. Implementation	4
6. Monitoring and Evaluation	4
<b>Organisational Development Action Plan</b>	<b>5</b>

# Organisational Development Strategy

## 1. Introduction

Since our previous strategy review in November 2011 the future funding of local government has become even more challenging. This together with increasing customer expectations, central government's austerity agenda, uncertainties on future delivery structures and ongoing efficiency targets indicate there are many challenges ahead for the organisation.

Burnley Council has a strong desire to make the borough a place of choice: where businesses want to invest because of our skilled workforce and our competitive, modern economy; where people want to live because of our clean and safe neighbourhoods, our reputation as a centre of educational excellence and our beautiful parks and wild countryside.

Through our first organisational development strategy in 2009 and associated actions plans we have demonstrated a commitment to sustaining and improving our performance, developing our workforce, delivering quality services and enhancing our reputation and image resulting in a measureable cultural shift.

Over the past 2 years for example we have integrated front line services, invested in new telephony and customer management systems and refreshed our web site and other customer service channels to improve our services to the public. We continue to invest in new technology to enable our services to be accessed easily and run effectively.

The Council achieved an excellent Investors in People report in August 2012 achieving Gold Status, evidencing the high quality of work undertaken in the capacity building and development of our workforce, measured against this industry standard. Our sickness levels are low and staff satisfaction levels high despite job uncertainty and the redundancy programmes in recent times. We continue to explore and implement alternative service delivery options within reducing resources, whether that is through strong and effective public, private and third sector partnerships or delivered directly.

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 revised organisational development strategy provides a guide that takes forward our outstanding achievements to date, whilst preparing the organisation to run with significantly fewer resources in the future. We will apply our enterprising spirit to become a more agile and adaptable organisation to continue to meet the service needs of our community.

## 2. Organisational Development Vision and Objectives

Over the next 2 years Burnley 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.

Our leaders will be committed to strong partnerships, service and personal improvement. They will collaborate across traditional boundaries and be confident and competent enablers on the Council's behalf. Our behaviours, performance management systems, workforce, skill development, procedures and structures will be aligned to deliver the cultural shift required.

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.

## 4. Organisational values

Our core values, developed by our own employees, reflect our culture, how we do things in our organisation and how we expect our employees to behave.

Being Progressive – Accountable and Responsible – Honest and Trustworthy  
Respectful and Fair and Making a Difference

## 5. OD Strands

Our focus over the next 2 years will be to adapt, reshape and restructure our organisation, whilst minimising the impact on our employees and customers by continuing to adhere to our values. An action plan linked to the strands below is attached at Appendix 1. Through these strands we will continue to adapt and change how we do things, to make us look, feel and behave differently.

We will:

- **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.

## 6. 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 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. The Strategy will overarch other specific strategies that sit within service unit work plans and be linked to the Council's Performance Management Framework, People Strategy and Workforce Plan. Policies and procedures and guidelines will be developed in a way that supports the strategy.

## 7. Monitoring and Evaluation

The Strategy will be formally reviewed on an annual basis to ensure that the priorities it sets are the right ones.

Progress towards the aims and objectives will be measured by:

- Residents surveys
- Employee survey;
- IIP assessments;
- 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. Members will monitor progress via Scrutiny Committees

**Organisational Development Action Plan  
2013 - 2015**

Our objective is to	Competencies and Values	Milestones/Actions	Owned by
Implement the customer service and access strategy		<ul style="list-style-type: none"> <li>• Assessing service elements against the Service Excellence Standard</li> <li>• Developing revised customer satisfaction/experience measures to take account of changing service delivery mechanisms</li> <li>• Review against the Website and new on-line offerings</li> <li>• Review services accessed in the contact centre by 2016</li> </ul>	Sharon Hargraves
Improve digital inclusion within the borough?		Something around management of deliverability and demand Implement self service portal and promotion of the service Increase the range of services that can be delivered end to end without the need of officer or integration interventions	Mike Waite
Build visionary and ambitious leadership at all levels within our organisation that will drive innovation	Change through Leadership Progression Making a Difference	Change management skill sets identified and supported Talent management programme continuation 2 <sup>nd</sup> cohort begun ILM coaching programmes at level 3 (replacing ILM 3 Line Management training) and at level 5 for corporate coaches	Heather Brennan/ Gina Cole
Creatively and innovatively respond to our resource challenges and its impact on the skills and capacity of our workforce by planning continuity of effective and efficient services into the future.	Resource Management Progression Making a Difference	Coaching and Mentoring continues at all levels Revision of essential training resources to fit the development needs of the organisation Talent management projects Introduce interns and use the Talent Management Pool to create new ideas for services Workstart, Workstart plus and Workstart professional options explored Effective contract management and commerciality skill sets are in place	Gina Cole

Our ambition is to	Competencies and Values	Milestones/Actions	Owned by
Transform working practices and service delivery through new IT		Develop agile working in the field to respond to end to end transactional services Virtual desk top infrastructure (VDI) implementation to provide platform for delivery including tablets Integrate services into CRM to support transactional delivery Review working practices for delivery of services. Pilot the approach Technology facilitates agile working	Sharon Hargraves
Reorganisation and redesign of services to reduce costs		Acknowledging that there will be a “mixed economy” approach to service delivery exploring and implementing creative, innovative and efficient service and cost effective solutions through:  Identifying tactical solutions for shared services with other partners across Lancashire <ul style="list-style-type: none"> <li>• Senior Management / service restructure</li> <li>• E-services</li> <li>• Social enterprise /community based service delivery models</li> <li>• Support and advise the procurement of major levels of services, systems and partners</li> <li>• Business case develop skills and competence</li> <li>• Assessing and as appropriate transferring existing applications services/ processes into the council's CRM</li> </ul>	Management Team
Maintain the coaching culture	Change through Leadership Progression Making a Difference	<ul style="list-style-type: none"> <li>• Redesign of PDR</li> <li>• Maintain increase in coaching uptake and evaluation</li> <li>• In house supervision and NWE0 involvement including strengths based leadership approach</li> <li>• Change management support</li> </ul>	Gina Cole
Maintain the employee wellbeing achievements within the council's culture: including strong attendance levels and engagement of the workforce	Change through leadership Progression Making a Difference	Internal review team trained to undertake Wellbeing liP reviews to support measurement Wellbeing Strategy and activity/communication programme to reflect organisational needs	Heather Brennan

Our ambition is to	Competencies and Values	Milestones/Actions	Owned by
Flexible / Agile working		<p>Working differently – part time, annualised hours, home based working</p> <p>Knowledge management</p> <p>HR policies and procedures aligned to support greater flexibility</p> <p>Pay and reward strategy supportive of agility and partnerships</p> <p>Leaders have the skill sets to manage a more flexible organisation and workforce</p>	Heather Brennan
New ways of working		<p>Using Vanguard and CPI systems to develop corporate processes for making business cases for change</p> <p>Processes and procedures support new ways of working</p> <p>Develop templates for business cases based on best practice. Different templates/report proformas for different size projects</p> <p>Evaluation criteria – post implementation</p>	Heather Brennan/Sharon Hargraves
Promote jobs and careers within the public sector arena; identify, develop and motivate talent and address diversity issues	<p>Working with Others</p> <p>Change through Leadership</p> <p>Progression</p> <p>Making a Difference</p>	<p>Further develop/maintain links between schools</p> <p>Volunteering options, mentoring in schools, work inspiration day, work experience and other school based activities delivered</p> <p>Corporate apprenticeship scheme maintained and monitored</p> <p>Workstart /worklessness initiatives further developed</p>	Heather Brennan Gina Cole



