

Cabinet - 4 December 2014

Report of the Chief Executive

Electoral Division affected:

None

Investors in People

(Appendix 'A' refers)

Contact for further information:

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Executive Summary

Following a detailed review between 15 and 26 September 2014 the County Council has retained its status as an employer that meets the Investor in People (IiP) standard. The review included BT Lancashire Services and concluded that staff seconded to our strategic partnership with BT were "much more positive" about their working environment.

Potential risk and areas for continuous improvement identified in the report will be taken forward as part of the on-going programme of transformation.

Recommendation

Cabinet is recommended to:

- (i) Note the report from Investors in People set out at Appendix 'A' to this report;
- (ii) Agree that the potential risks and areas for continuous improvement identified in the report from Investors in People be picked up as part of the on-going transformation programme; and
- (iii) Request the Chief Executive to bring back a further report following the 18 month review in Spring 2016.

Background and Advice

IiP is a well-regarded framework for promoting business improvement through people management. The standard is widely used by organisations in both the public and private sectors as a benchmark for a well –run organisation, signalling as it does to customers and staff the organisation's commitment to good business and people management excellence.

Lancashire County Council was recognised as an Investor in People organisation in 2010. Retention of the standard is dependent on a re-review within a three year timescale. In September 2013 the County Council was undergoing significant

governance challenges and it was agreed that it would not be appropriate or valuable to undertake a full three-year review. It was decided instead to go for a high level strategic review that would enable recognition to be retained and would give us a year in which to prepare for a full review. The strategic review did not cover the strategic partnership but the summary reported noted that "there were a number of critical reviews about the partnership."

The full review was duly undertaken by assessors between 15 and 26 September 2014 and in discussions with BT Lancashire Services it was agreed that the strategic partnership would be included within the review. The assessors' report is attached at Appendix 'A'.

In detailing the outcomes of the review the report highlights that:

- The Council has acted decisively to redefine its strategic approach to transformation. The approach is unique and innovative and is closely aligned to the question "If we were setting up a new County Council, how would we do it?"
- The Council engages well with Unison. Where there are differing views, the culture is one of healthy debate and trying to find solutions.
- People comment positively about the communication and consultation on the plans and journey. They can see that some of their views have led to changes in the approach.
- The Council's learning and development culture remains a strength and offers a great diversity of opportunities that are accessible and use different techniques to support learning styles.
- The culture of constructive challenge is assuming greater importance as the Council empowers its leaders and managers.
- The view of people seconded into the strategic partnership, BT Lancashire Services, is much more positive.

The report goes on to highlight potential risks for the next phase of the County Council's reorganisation from grade 10 and below.

The report also picks out five areas for continuous improvement:

- Performance management
- Learning and development for transformation
- Leadership and management
- Capacity
- Health and Wellbeing

The potential risks and areas for continuous improvement will be picked up as part of the on-going planning for transformation. The follow-up 18 month development visit by the assessors in Spring 2016 will be used as an external check on progress against these issues and it is proposed that the outcome is reported back to Cabinet.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

The assessors report identifies several potential risks and areas for continuous improvement which will be picked up as part of the on-going planning for transformation.

List of Background Papers

| Paper | Date | Contact/Directorate/Tel |
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N/A

Reason for inclusion in Part II, if appropriate

N/A