

Scrutiny Committee

22 September 2015

IIP REPORT



Lead Member: Councillor Margaret Smith, Leader

Lead Officer: Steve Nugent, Head of Human Resources

1. Background

The Council has held for many years now the Investors in People Award (IIP) and is an accredited IIP Employer.

The Council is assessed against the IIP Standard that covers a range of categories such as:-

- Business Strategy
- Learning & Development Strategy
- People Management
- Leadership
- Recognition & Reward
- Continuous Improvement

As part of the assessment in 2011, the Council was assessed against the Health & Wellbeing Standard, as well as the IIP Standard. This was successfully achieved and therefore in November 2014 the Council was reassessed against both of these standards. Both were successfully retained in November 2014.

The feedback from the IIP Assessor was that the Council had significantly surpassed the criteria for re-assessment. The opportunity therefore was taken to apply for the IIP Gold Award. This being the highest possible award to be achieved within the IIP framework.

The main basis and criteria for this assessment needed to be focused on a corporate project[s]. The work therefore, undertaken by the Core Managers on Business Transformation coupled with the Councils approach to coaching were identified as being ideal examples of corporate projects.

2. Outcome of Assessment

The outcome was that the Council had met 145 evidence requirements beyond the Investors in People Standard and this equates to the Gold Award which requires at least 126 evidence requirements.

In the Assessors Executive Summary he acknowledged that since his last visit it was clear that there are key fundamentals in place to provide an environment where Business Transformation can progress. It is also notable that progress has been made in key areas since the review in November 2014 and many external best practice approaches are being used such as;-

- Good lines of communication are in place. The Chief Executive and other Directors remain well connected to the workforce as a whole – this is a contributory factor to the key elements of openness and trust with detailed information, budgetary and performance information shared internally – in turn this has helped with collective buy in to the need “to do things differently”
- Efforts have been made to include and involve all staff in drawing up service plans.

- The SMT have spent dedicated time working with an external facilitator to work on the dynamics of their own group.
- The Core Managers Group have effectively engaged and will take responsibility for Business Transformation and again through an externally facilitated session have formulated a list of projects for consideration by SMT – these projects are aimed at achieving the required savings in the coming year.
- The investment in Coaching has been significant and has equipped all to establish a more and therefore “transformational” rather than “transactional” style of leadership and also to be on hand to provide coaching support to people across the Council.
- There have been successes to date through cross functional project groups and the Waste Procurement Group is an outstanding example of what can be achieved in maintaining services and making significant cost savings – this provides an ideal blue print and an added benefit was the career opportunities provided to group members through additional knowledge and experience.
- Other successes have included the Health & Wellbeing Group who again have taken ownership of the range of provision and there is clear evidence of a wide range of benefits.
- All of the above has provided an excellent base from which to build wider inclusion and ownership of Business Transformation – this is likely to be a long term transformation and thus embedding of key disciplines is important.
- There is an overall sentiment of South Ribble Borough Council being a good place to work and this has been a key factor in retention of skills and knowledge.

3. Continuous Improvement

Whilst a key part of the Award is to receive recognition for the good work undertaken, it is also about how the council can continually improve.

A follow up meeting was held with the Assessor in June to discuss a continuous improvement plan. It was at the meeting that it was agreed to wait until the results of the Employee Survey are available later this year and to then produce a Plan based upon this and other identified areas – ready for implementation early in 2016.

The joint report for the IIP/Health and Wellbeing Standard and the IIP Gold report are attached to this report.

Steve Nugent - Head of HR - September 2015.