

People and OD Committee

Investors In People Update Following 2023 Assessment 21 November 2023

Report of Organisational Development Manager

PURPOSE OF REPORT

To update the Committee on the key findings and overall result of the 2023 Investors In People assessment.

This report is public.

RECOMMENDATIONS

That the Committee acknowledges the result of the 2023 Investors in People assessment. Questions or feedback are welcome.

1.0 Introduction

- 1.1 This report sets out a summary of the recent Investors In People (IIP) assessment, where Established Silver accreditation was awarded.
- 1.2 IIP is a highly regarded organisation that assess organisations against their 'We invest in people' framework, which considers how people are led, supported, and developed at work. Recommendations and advice is then given on how to improve workplace culture, specifically in areas around employee engagement, communication, organisational culture and work practices. A comparison is also made against other organisations and in the sector.

2.0 Background

- 2.1 The last IIP assessment took place in 2021, where a benchmark score of 644 out of 900 was obtained, resulting in Silver accreditation. There were areas for improvement identified in the 'Leading and Inspiring People' and 'Recognising and Rewarding Performance' categories (two out of nine assessment categories), meaning that Established Silver was not awarded on this occasion.
- 2.2 The IIP assessment involves a survey where all employees are invited to respond, and discussions with managers, employees, and members of the HR and OD Team.

3.0 2023 Assessment Overview

- 3.1 Established Silver accreditation was awarded on the basis of an improved benchmark score of 668 out of 900 (up from 644 in 2021), and all nine categories of the framework achieved Silver (only seven in 2021).

- 3.2 This is a result to be very proud of. The average industry benchmark score (Public Administration and Defence) is 683, and the average IIP score is 728, which demonstrates that there is still work to be done to ensure that our employees have a good experience of working at Lancaster City Council.
- 3.3 IIP reported that this Established Silver level of recognition indicates that there are structured, strategic and systematic 'people' approaches and processes in place. The 'strategic intent' of the organisation is supported by well-formed focused and measurable plans. In terms of good practice, the right principles are in place and there is real evidence that leaders are making active efforts to make sure that cultural change is being driven, 'people' processes and activity are being implemented and everyone in the organisation is starting to feel the effects.

4.0 Further key points reported by IIP

- 4.1 The **OBR work**, with its comprehensive review of structure, strategy and systems, was acknowledged as having a clear strategic intent to improve efficiency, improve efficiency, improve conditions for colleagues, protect services and ensure the people of Lancaster, its communities and visitors can enjoy the best possible experience. Additionally, that the organisation had responded positively to it.
- 4.2 That the new **organisational structure**, with its move away from the Directorate Model to a structure where Chief Officers have more collective responsibility and accountability, is more agile, and promotes collaboration.
- 4.3 **Our values**, that were recently refreshed and cocreated with staff, are firmly embedded, and this is an organisational strength.
- 4.4 Our **approach to organisational development (OD)** has a strategic platform, and clear objectives and priorities.
- 4.5 Our **People Plan** is comprehensive and ambitious.

5.0 IIP practitioner observations

- 5.1 **Leadership development** is key to delivering the priorities in the People Plan.
- 5.2 Effective leadership and management to develop **high performing teams** are critical to long term success in the context of trying to do more with less.
- 5.3 There is further work needed to support our managers to operate in a 'transformational' way in terms of **leadership behaviours**, so they move from a more traditional 'transactional' style of management (focused on tasks and functions) where compliance, process and maintaining the status quo are more dominant behaviours, to motivating, inspiring, coaching, empowering, developing and leading for the future.

6.0 Survey and focus group findings

- 6.1 People are **clear of what is expected** from them and of what support and level of engagement they can reasonably expect from their manager and the organisation.

- 6.2 Most people are **proud to be associated with Lancaster City Council** and feel that the organisation is a good place to work. This is a key indicator of employee engagement.
- 6.3 Most people commented that **engagement, communication and collaboration have improved**. Organisational re-structure has both enabled and required improved levels of collaboration. Collaboration is identified as an organisational strength.
- 6.4 **Performance management** – most people reported having regular discussions with their managers and the new Annual Conversation process is being embedded.
- 6.5 **Learning and development** – people feel that it has improved and they know how to access it. There is scope for managers to better understand the link to ensuring that development has an impact on performance. Coaching, as a leadership behaviour, was identified as an area for further development.
- 6.6 **Wellbeing** – the approach has been strengthened. Understanding and communication has been improved with the formation of a staff wellbeing and inclusion group. Wellbeing surveys, wellbeing action plans and mental health first aiders have been introduced.

7.0 Key areas to address and progress already made:

- Support managers to manage change – leadership development and enabled manager programmes are being launched.
- Position values and behaviours in all people processes – underway.
- Further develop OD so that it is holistic and fully integrated – this is the aim of the People Plan.
- Develop people metrics – this has been done with the introduction of the HR dashboard.
- Support management/leadership development – Lancaster People Manager Essentials being launched.
- Ensure recognition closely aligned to high performance – reward and recognition strategy is included in the People Plan.
- Ensure the impact of people interventions are kept under review – built into the People Plan.

8.0 Conclusion

- 8.1 The IIP 2023 assessment result in the award of Established Silver and this is to be proud of. Clear progress has been made since 2021 and there are clear plans in place, in the form of the People Plan, to go further.

<p>BACKGROUND PAPERS</p> <p>n/a</p>	<p>Contact Officer: Dawn Bradley Telephone: 01524 582230 Email: dbradley@lancaster.gov.uk</p>
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