

Committee: FINANCE AND RESOURCES
Date: 8 FEBRUARY 2022

Report: INVESTORS IN PEOPLE (IIP) AWARD

Purpose of the report

1. To update Members on the recent Investors in People (IIP) Assessment.

Recommendation

2. That the report be noted.

Strategic Planning Framework

3. The information and recommendation contained in this report are consistent with the Authority's statutory purposes and its approved strategic planning framework, and specifically Corporate Action Plan Objective 35, to "Plan and manage the Authority's work so as to make the most effective use of its resources".

Background

4. The Investors in People Standard sets out the criteria for high performance through people. It's a simple framework to benchmark the effectiveness of leadership and management practices in an organisation and to help drive improvements forward.

5. The Authority has been a long-established Investors in People organisation, having been accredited against the Standard since 2001 with regular re-assessments every 2-3 years. The last assessment took place in 2018.

6. To meet the minimum level for accreditation the Authority is required to meet all nine performance indicators (as shown in the diagram on page 2) at 'Developed' level. There are four assessment levels: 'Developed'; 'Established'; 'Advanced'; and 'High Performing'.

7. The 3-yearly full assessment involves:

1. Online Assessment – Employees are asked a set of online questions to collect data and test alignment against the Standard.
2. Employee interviews and observations – Face to face and virtual meetings are arranged to delve further into strengths and opportunities for improvement.
3. Evidence – The Authority shares policies, procedures, documents and other relevant information on the commitment from leaders, how the employees are managed and development initiatives.

8. Diagram of Performance Indicators



Outcome of 2021 Assessment

9. The assessment took place in October 2021, following a context discussion with SMT. The on-line assessment was deployed to all staff in September 2021 and a 75% response was achieved, indicating an excellent level of engagement by staff. In addition, a sample of staff across the Authority was selected by the Assessor and interviewed face to face or remotely using MS Teams.

10. The 2021 assessment confirmed that the Authority continues to perform at similar levels of performance to those recorded during the 2018 assessment, despite a very challenging period of time for everyone. The assessment report highlights that there have been improvements in the responses to all indicators compared to the results in 2018, which is a great achievement, particularly given the challenges faced with Covid-19.

11. The work on aligning expected behaviours to the Authority values was recognised in helping to shape the culture. Additionally, the performance management process was judged to be well-structured, with employees speaking of regular catch ups with line managers to discuss progress.

12. The Assessor included within the report her thanks to all employees for their warm welcome and openness during the assessment, commenting specifically on their honesty and enthusiastic approach to the process.

13. The results of the assessment by indicator is appended to this report.

14. The result and assessment report have been shared with all employees, celebrating their success and thanking them for their valuable contributions.

15. A feedback meeting has taken place with the Investors in People Assessor, SMT and Section Heads, to discuss the results, insights from the assessment report and the recommendations. An action plan is being developed to put the recommended suggestions in place. The action plan will be reviewed by the Assessor at 12 and 24 months to understand our progress against the action plan.

Vikki Thomas
Head of HR

25 January 2022

Results by indicator

This table shows the level of performance the Authority has achieved across all of the 27 themes.

INDICATOR	THEME	DEVELOPED	ESTABLISHED	ADVANCED	HIGH PERFORMING
LEADING AND INSPIRING PEOPLE	Creating transparency and trust		✓		
	Motivating people to deliver the organisations objectives		✓		
	Developing leadership capability	✓			
LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS	Operating in line with the values		✓		
	Adopting the values		✓		
	Living the values		✓		
EMPOWERING AND INVOLVING PEOPLE	Empowering people	✓			
	Participating and collaborating	✓			
	Making decisions	✓			
MANAGING PERFORMANCE	Setting objectives		✓		
	Encouraging high performance		✓		
	Measuring and assessing performance		✓		
RECOGNISING AND REWARDING HIGH PERFORMANCE	Designing an approach to recognition and reward	✓			
	Adopting a culture of recognition	✓			
	Recognising and rewarding people	✓			
STRUCTURING WORK	Designing roles		✓		
	Creating autonomy in roles		✓		
	Enabling collaborative working		✓		
BUILDING CAPABILITY	Understanding peoples' potential	✓			
	Supporting learning and development		✓		
	Deploying the right people at the right time	✓			
DELIVERING CONTINUOUS IMPROVEMENT	Improving through internal and external sources		✓		
	Creating a culture of continuous improvements	✓			
	Encouraging innovation	✓			
CREATING SUSTAINABLE SUCCESS	Focusing on the future			✓	
	Embracing change	✓			
	Understanding the external context			✓	