

**Investors in People Re-Recognition**  
Report by Director of Change Management and Resources

**Summary:** This report summarises the outcome of the Authority's reassessment in December 2012 against the national Investors in People Standard. The Authority successfully attained the Silver standard, and the assessment findings are summarised below, highlighting strengths as well as suggestions for further improvement.

**Recommendation:** That the report be noted.

## **1 Background**

- 1.1 The Broads Authority was originally recognised as an Investor in People organisation in December 2000. The Authority has continued to be re-assessed against the Investors in People Standard on a three yearly basis, and was successfully re-assessed in 2003, 2006 and 2009. Since it was first introduced the Standard has been reviewed and developed regularly to ensure that it remains relevant and, in May 2009, a new approach was launched, tailoring the assessment to each organisation's unique business needs.
- 1.2 In order to achieve IIP status organisations are now assessed against a number of evidence requirements broken down into 10 topics. There are 196 requirements in total, 39 of which are needed to meet the core standard. There is also an opportunity to achieve Bronze, Silver or Gold status by meeting additional evidence requirements from across the framework. In 2009 the Authority successfully attained the Bronze status, which involved meeting the core standard plus 26 additional evidence requirements (65 in total), and in 2012 the Authority sought to attain the Silver standard, requiring it to meet an additional 76 requirements (115 in total).

## **2 The Assessment**

- 2.1 The assessment took place in December 2012. The Assessor, Claire Laidler, gathered evidence through discussions with a cross section of staff, including the Chief Executive, either individually or in small groups, supported by associated documentation.
- 2.2 The Assessor confirmed that the Authority continues to meet the Investors in People core standard and, in meeting a further 85 evidence requirements, is recognised at Silver level.

### **3 Findings**

3.1 The key strengths of the organisation were summarised as follows:

- A highly detailed and comprehensive strategy with clear milestones and priorities.
- Long term vision which coincides with the Government Vision for English National Parks.
- Extensive consultation and communication in defining strategies and engaging a wide range of external stakeholders.
- Emphasis in investing in people, still seen as a priority through cost reducing times.
- Effective people planning in implementing major structural change.
- Good examples of effective teamwork and working relationships between teams.
- High sense of pride and commitment from people who work for the organisation with tremendous connection in the work of the Authority.
- Good examples of individuals being developed and taking on additional roles utilising these skills.
- Good examples of role development and flexibility around changing priorities.

3.2 The following development suggestions were made:

- Develop the links and level of involvement in strategy for people, particularly those directly involved in those strategies.
- Introduce further ways of reviewing how effectively managers demonstrate the core values in their interaction with people.
- Develop the learning strategy to include the varied ways the learning needs can be met.
- Continue to monitor the effectiveness of the new structure in terms of aspects such as communication, cross team working, development of ideas etc.
- Consider further ways of reviewing the effectiveness of managers in managing people.
- Consider how the Authority could improve the reward and recognition strategy within the values of the Authority. Encourage input of ideas from people for how this could be developed.

### **4 Continuous Improvement Plan**

4.1 The Assessor found no major weaknesses, but highlighted a number of development suggestions where improvements could be made. These have been set out in a Continuous Improvement Plan, which will be reviewed on a periodic basis by the Management Team/Management Forum, to ensure that the agreed actions have been or are being implemented – and in some cases what further action might be necessary.

## **5 Financial Implications**

- 5.1 The cost of the assessment was £2,275 + VAT for the preparation work, visit and on-site interviews, report writing and feedback meeting. This has been funded from the Authority's Corporate Learning and Development budget.

## **6 Conclusion**

- 6.1 Overall the report is extremely positive and complimentary about the way the Authority seeks to meet its business goals through its engagement with people. It is helpful to receive an independent assessment of the strengths and weaknesses of the organisation, and a positive recognition which can aid the recruitment and retention of staff, through good employment practices.
- 6.2 However there are some useful lessons to be learnt from the exercise and, in the spirit of continuous improvement, the Management Team has drawn up an Improvement Plan which seeks to introduce appropriate measures to address these issues. Progress against this Plan will be reviewed and monitored on a regular basis.

Background papers: Investors in People Review Assessment Report

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Broads Plan Objectives: None

Appendices: None