

<b>SUBJECT</b>	Investors in People (IIP) Re-accreditation
<b>REPORT OF</b>	Bob Smith, Chief Executive
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<b>WARD/S AFFECTED</b>	All

## 1. Purpose of Report

To consider if the Committee wishes to apply for re-accreditation of the Investors in People Standard (IIP) for South Bucks District Council and Chiltern District Council or whether to take an alternative approach to independently assessing the leadership and management practices in the Councils, to explore alternative awards we could enter to promote the Councils work and receive recognition and to invest the budget directly in to staff development.

If it decided to seek re-accreditation to consider if the two Councils would re-apply separately or at the same time as a combined accreditation process.

### RECOMMENDATIONS:

1. **That we do not undertake further IIP accreditation for CDC and SBDC and instead:-**
  - **we arrange an independent assessment of the leadership and management practices in the Councils through an alternative method such as a reciprocal peer review arrangement with Wycombe District Council and Aylesbury Vale District Council or through the South East Employers or another independent expert.**
  - **we explore options to enter in to a business award to seek recognition and promotion for the work the Councils undertake.**
  - **the budget set aside for IIP accreditation is invested directly in to corporate wide staff development initiatives such as a "Change Ready" programme, the continued roll out of the Management Development Programme, health and well-being initiatives, raising customer service standards training.**
2. **To delegate authority to the Chief Executive to arrange the three alternatives outlined above in recommendation 1 in discussion with the HR Manager and redeploy the existing IIP budget accordingly.**
3. **Should the Committee decide to re-apply for IIP accreditation to reach agreement on whether the Councils would undertake this separately or together.**

### 3. Reasons for Recommendations

It is recommended that the Councils do not renew IIP accreditation. The IIP accreditation process changed in 2017 and as a result the cost of IIP accreditation has risen substantially and the process of accreditation has become significantly more time-consuming and involved for senior management and staff such that it no longer represents best value in the view of officers.

It is recognised, however, that there is great value in the Councils taking a critical look at their leadership and management practices and comparing these with best practice and identifying areas to improve. It is recommended, however, that this can be achieved at a lower cost or zero cost by arranging an alternative form of assessment from an independent expert such as South East Employers, the LGA or through a reciprocal peer review arrangement with WDC and AVDC.

Historically the IIP Standard was seen as a well-known mark of excellence. Our perception is that the IIP Standard may not now carry the same prestige. We do feel however that excellent work takes place in the Councils and we could do more to promote this work and receive recognition for it. Therefore it is recommended that we explore awards we might enter in to in 2019.

If IIP accreditation is not renewed the budget could be invested directly in to employee and leadership development e.g. funding the on-going roll out of the Management Development Programme, introducing a "Change Ready" Programme, developing health and well-being initiatives, introduce customer service improvement workshops.

### 4. Content of Report

- 4.1 CDC and SBDC have both been awarded Bronze level IIP accreditation. These expire in December 2018 and August 2019 respectively. The renewal process for CDC is due to commence in September 2018 and for SBDC in June 2019. If it is decided to renew both together this would commence in September 2018.
- 4.2 The estimated cost of renewal is £10,400 for CDC (previous assessment was £4k), £7,800 for SBDC (previous assessment was £3.5k) and £13,050 for CDC and SBDC together.
- 4.3 In addition to the direct financial costs the revised process requires significant indirect costs in terms of senior management, staff and HR team time.
- 4.4 In 2017 IIP made some key changes to their assessment processes and standards. The new scheme undertakes a detailed analysis against nine themes:-
  - Leading and inspiring people
  - Living the organisation's values and behaviours
  - Empowering and involving people
  - Managing performance
  - Recognising and rewarding high performance
  - Structuring work
  - Building Capability

- Delivering continuous improvement
- Creating sustainable success

4.5 The awards given are now called Accredited, Silver, Gold and Platinum. The process has four stages:-

- Stage One is called Discovery where the organisation will generate its own self-assessment report online and outline its ambition and purpose.
- Stage Two is an on line assessment where all employees are asked a set of 40 online questions to quickly collect data and test alignment against the Standard against the 9 key themes.
- In Stage Three employees are interviewed and questioned at a deeper level on the key themes emerging from the online assessment.
- In Stage Four the accreditation level is awarded and feedback given.

A year after accreditation a "context meeting" is held. Two years after this a "full assessment" meeting takes place and in the third year the process of renewal starts again.

4.6 Given the rise in costs and also the more lengthy and time consuming accreditation process it is recommended that we do not seek to renew IIP accreditation. Instead it is recommended that:-

- We arrange an alternative means of independent assessment to take place in 2019 at a significantly lower cost or zero cost;
- We seek recognition for our leadership and management practices through entering in to an award;
- We invest the budget put aside for re-accreditation directly in employees' development. All employee development is linked to performance and service improvements.

4.7 Alternative Forms of Assessment: It is recognised that there is great value in the Councils taking a critical look at their leadership and management practices and comparing these with best practice and identifying areas to improve. It is recommended however that this can be achieved at a lower or zero cost by arranging an alternative form of expert assessment. This might be arranged via South East Employers or the LGA or via a reciprocal peer review arrangement with WDC and AVDC.

4.8 Recognition Awards: Historically the IIP Standard was seen as a well-known mark of excellence. It is therefore recommended that we explore awards we might enter in to in 2019 as an alternative means of recognising our achievements. Options for awards would include:-

- Thames Valley Chamber of Commerce Business Awards for Commitment to People Development or their Health and Well-Being Award.
- The MJ Award for Workforce Transformation.
- The Chartered Institute of Personnel and Development (CIPD) Award for Best Employee Engagement Initiative or Best Health and Well-Being Initiative.

4.9 Invest directly in to employee development: If IIP accreditation is not renewed the budget could be reinvested in to the corporate development budget to support employee and leadership development. There are a number of initiatives which we would like to undertake and fund by this means. One would be the on-going roll out of the Management Development Programme which has proved to be a very successful scheme. We would also like, over the next 18 months, to offer a "Change Ready" Programme for staff to support them in embracing and leading on change. Other initiatives could be to continue to promote health and well-being and undertake some work with employees on raising customer service standards.

**5. Consultation**

Not Applicable

**6. Options (if any)**

As outlined in the recommendations.

**7. Corporate Implications**

The estimated cost of renewal is £10,400 for CDC, £7,800 for SBDC and £13,050 for CDC and SBDC together. A provision of £18,200 has been made in the HR budget which if not used for IIP re-accreditation could be re-invested as set out in this report.

**8. Links to Council Policy Objectives**

Effective leadership and management practices are critical to the delivery of services to our customers and the success of both Councils.

**9. Next Steps**

To take agreed action on IIP accreditation or the alternative options.

<b>Background Papers:</b>	None
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