

EAST AYRSHIRE COUNCIL

CORPORATE GOVERNANCE COMMITTEE – 3RD JUNE 2003

INVESTORS IN PEOPLE

Report by the Depute Chief Executive/Director of Corporate Resources

1. PURPOSE OF REPORT

- 1.1 To advise the Committee of Personnel Services achieving Investors in People recognition.

2. BACKGROUND

- 2.1 Investors in People is the national Standard which sets a level of good practice for training and development of people to achieve business goals.

The Standard provides a national framework for improving business performance and competitiveness, through a planned approach to setting and communicating business objectives and developing people to meet these objectives. The objective is to match what people can do and are motivated to do, with what the organisation needs them to do. The process is cyclical and should engender a culture of continuous improvement.

- 2.2 The Investors in People standard is based on four key principles:-

- **Commitment**
Commitment to invest in people to achieve business goals.
- **Planning**
Planning how skills, individuals and teams are to be developed to achieve these goals.
- **Action**
Taking action to develop and use necessary skills in a well defined and continuing programme directly tied to business objectives.
- **Evaluating**
Evaluating outcomes of training and development for individuals' progress towards goals, the value achieved and future needs.

These four key principles are a cyclical process and are broken down into 12 indicators, against which organisations wishing to be recognised as an "Investor in People" are assessed.

- 2.2 A number of the Councils' schools have achieved Investors in People accreditation. In terms of the wider organisation, the Chief Executive and Senior Staff Management Team recently agreed that achieving IIP accreditation would enhance the Councils approach to the training and

development of its employees. In order to assess the benefits of IIP in this wider context, it was agreed that the Personnel Services Section of Corporate Resources Department and the Finance Department would seek accreditation in the first instance with their experience informing a decision about wider implementation across the Council's services.

3. PERSONNEL SERVICES ACCREDITATION

3.1 Personnel Services were assessed by Investors in People Scotland over two days on 10th and 11th February 2003.

3.2 Outcome of Personnel Services Assessment

The examples of good practice within Personnel Services were identified as:

- A strong commitment to training and development and employee welfare
- Well established processes that support learning and development activities
- Particular strengths were identified as action and business planning, induction, EAGER and a wide range of development opportunities:
- Significant evidence of a creative and flexible approach to development activities
- A strong emphasis on formal accreditation of learning
- A strong emphasis on continuous quality improvement
- Involvement in Quality Assurance initiatives such as EFQM, ISO 9001 and health and safety initiatives were promoted as good practice.
- An effective mix of formal and informal communications
- A positive culture and evidence of enthusiastic and committed staff

Key areas for development were identified as:-

- Consideration of the benefits of enhancing the EAGER process to include quarterly review meetings for all staff
- Development of action plan actions to be more specific and measurable in order to facilitate evaluation of training and development activities
- Undertaking an exercise at emphasizing aimed at the role of the Personnel services section within the council to ensure a Clear understanding of where employees role fits in the wider Council context
- Ensuring a continuing prioritisation for training and development activities against business and action plans goals
- Considering the benefits of formalising evaluation of training and development activities

3.3 **Employee Involvement**

3.3.1 Approximately 50% of Personnel Services employees were interviewed as part of the accreditation process. The employees were also kept fully involved in preparing for the assessment and have been provided with an individual copy of the IIP Assessment Report in order that the service can take forward the assessor's recommendations as detailed in para 3.2 above.

3.4 The Council will be presented with the Investors in People Award in recognition of Personnel Services' accreditation. As Scottish Enterprise manages the IIP process in Scotland, Scottish Enterprise Ayrshire will be invited to present the award to the Council. It is expected that a presentation event will be arranged in June 2003.

4. **FINANCIAL IMPLICATIONS**

4.1 Enterprise Ayrshire funded the assistance provided to personnel Service in preparing for the IIP assessment.

4.2 IIP registration costs equate to £700.00 per annum and this fee will be met from within Personnel Services' existing resources. Initial registration will last for 3 years with subsequent registration being subject to reassessment at that time.

5. **RECOMMENDATIONS**

5.1 The Committee are asked to:-

- (i) note Personnel Services accreditation under the Investors in People model; and
- (ii) agree that the Chair of Corporate Governance Committee receive the IIP award on behalf of the Council.

Fiona Lees
Depute Chief Executive/Director of Corporate Resources

FL/GH/RRS

15th May 2003

LIST OF BACKGROUND PAPERS

1. Report from Investors in People Scotland, received by the Council on 8 May 2003.