

BIRMINGHAM CITY COUNCIL

**REPORT OF THE ACTING DIRECTOR OF REGULATION AND ENFORCEMENT
TO THE LICENSING AND PUBLIC PROTECTION COMMITTEE**

18 JANUARY 2017
ALL WARDS

INVESTORS IN PEOPLE

1. Summary
 - 1.1 A report to advise Committee of the success of Regulation and Enforcement in the recent assessment which resulted in the retention of the 'Investors in People' accreditation.
2. Recommendation
 - 2.1 That the report be noted.

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3. Background

- 3.1 The services comprising Regulation and Enforcement have held the 'Investors in People' (IiP) standard accreditation since 1998. The last award was made in 2013 with re-assessment in December 2016.
- 3.2 The IiP standard reflects the business planning cycle of 'plan', 'do', 'review'. The 4 basic principles of the standard are:
- Commitment – an IiP is fully committed to developing its people in order to achieve its aims and objectives.
 - Planning – an IiP is clear about its aims and objectives and knows what its people need to do to achieve this.
 - Action – an IiP develops its people effectively in order to improve its performance.
 - Review – an IiP evaluates and understands the impact of its investment in people on its performance.
- 3.3 These principles are underpinned by the 10 indicators of good practice that are assessed during the visit:
- A strategy for improving the performance of the organisation is clearly defined and understood.
 - Learning and development is planned to achieve the organisation's objectives.
 - Strategies for managing people are designed to promote equality of opportunity in the development of the organisation's people.
 - The capabilities managers need to lead, manage and develop people effectively are clearly defined and understood.
 - Managers are effective in leading, managing and developing people.
 - Peoples' contribution to the organisation is recognised and valued.
 - People are encouraged to take ownership and responsibility by being involved in decision making.
 - People learn and develop effectively.
 - Investment in people improves the performance of the organisation.
 - Improvements are continually made to the way people are managed and developed.
- 3.4 These principles are exacting with 39 individual evidence requirements and require a structured approach to managing people through good leadership together with meaningful policies and strategies. Regulation and Enforcement achieves this through its business planning process with the primary tool being the 'My Appraisal' system. The 'My Appraisal' allows personal targets to be established, training requirements to be established and evaluated and clarity of role for individuals to be discussed. At an organisational level communication with and between staff is essential to achieve the standards required by IiP.

4. The liP Assessment of Regulation and Enforcement

- 4.1 The 2016 assessment was undertaken across most of Regulation and Enforcement including Trading Standards, Licensing, Environmental Health, Coroners and Mortuary, Registration Service, Bereavement Services and IMLT.
- 4.2 During December 2016 the liP assessor interviewed his selection of 33 members of staff from all services and grades. Interviewees were selected at random in order to ensure a thorough evaluation of the application. The criteria used by the Assessor to select interviewees covered factors such as their length of service and work location. These interviews were supplemented by a review of the documentation provided by Regulation and Enforcement evidencing the systems in place that ensure the standard is met.
- 4.3 In December, the Acting Director of Regulation and Enforcement was formally advised that Regulation and Enforcement had been successful in achieving the required liP standard and can continue to use the liP emblem on its communications and publications.
- 4.4 The Assessor included in his report (attached appendix) many areas of strength and good practice that he identified with regard to Investors in People. These include:
- People feel committed to the organisation and a number of interviewees clearly take great pride in the services that they provide.
 - The organisation continues to maintain a strong focus upon learning / training / development activities that will directly support the operational objectives of the organisation.
 - People value the training and development that they receive, and feel that the Division remains committed to their development; the provision of a range of learning, training and development opportunities continues to be seen by employees as a real strength of the organisation.
 - There are a number of other positives, some specific issues noted during the interviews include:
 - The organisation is perceived as having an open and transparent leadership team.
 - Most senior managers are seen as visible throughout the organisation, and are regarded as approachable and accessible by all those interviewed.
 - Communication is perceived as relatively good by most employees.
 - Investment in learning, training and development for all employees has largely been maintained; the organisation ensures that people are able to acquire, maintain and develop the core skills and capabilities that are essential for working successfully in this sector.
 - The organisation uses a variety of methods to deliver learning, training and development in an effective manner.

- People feel that everyone is treated equally and fairly, with equality of opportunity being recognised by the workforce.

4.5 The Assessor did identify some areas where improvements can be made and presented these in the form of an Improvement Plan:

Business Issue - What	Suggested Actions – How	Potential Benefit - Why
The degree to which the formal Appraisal process currently contributes towards performance improvement across the organisation	Consider any alternative / complementary methods by which levels of performance can be identified and communicated, finding ways in which to manage underperformance and sickness more effectively whilst also recognising higher levels of performance	Addresses a building perception that there is no “downside” or consequences to underperforming, and that there is “no point” in striving for higher levels of performance if they are not likely to be recognised
The longer term development of the entire management population within the Division	Undertake the planned Succession Planning exercise to better identify and understand the size and nature of the challenge. Develop a strategy for the development of current and future managers to meet this challenge.	Avoids critical skills and experience shortages in the future Ensures a planned and co-ordinated approach to ensuring the continuity of skills and experience amongst the leadership and management population in coming years
Preparing for the transition to the new IIP Assessment framework and approach	Progress “self-diagnosis” activities to examine the new Generation VI IIP Assessment approach and establish how this might stretch the organisation further	Continues to develop people management activities, prepares the organisation for a new, more challenging approach to being assessed in 2019

4.6 The IIP standard is awarded for a period of three years after which the service will need to be re-assessed.

5. Implications for Resources

5.1 The focus provided through the Investors in People process and methodology is consistent with the aim of maximising the development and potential of a key resource within the City Council i.e. the workforce.

6. Implications for Policy Priorities

- 6.1 The liP standard contributes to the City's Strategic Outcome of Achieving Excellence. Employees are our greatest resource in delivering services, this award of liP demonstrates that this resource is being well managed and utilised.

7. Implications for Equality and Diversity

- 7.1 One of the indicators of good practice which is subject to assessment as part of liP is that strategies for managing people are designed to promote equality of opportunity in the development of the organisation's people.

ACTING DIRECTOR OF REGULATION AND ENFORCEMENT

Background Papers: liP assessment report