

Appendix 1

Executive Summary from 'Investors in People' assessment.

Warwick District Council have been accredited as IIP since 1998 and have held Bronze accreditation for the last three years. The Council has continued to evolve and develop its processes for managing and developing people using feedback from the last IIP assessment and interim reviews combined with internal reviews and benchmarking activity to determine where enhancements are best placed. The assessment was focussed on providing feedback on how well these processes have matured and the capacity to establish a sustainable high performing culture to support Fit for the Future.

This assessment (May 2018) comprised of deployment of an online survey of which a response rate of 52% was received. 37 people were also interviewed (July 2018) from across the Council representing a range of roles and length of service and including council members. The visits included an observation of the Staff Expo, meetings with staff representatives and groups, meeting the People Strategy Steering Group (PSSG). Over seventy documents or online materials were also reviewed.

The assessment concluded that Warwick District Council surpassed the minimum requirements of the IIP Standard and has demonstrated that the Council is currently operating at an Established level of organisational performance in seven out of nine of the key indicators with a number of additional themes performing at an Advanced or High Performing level. Consequently, **Warwick District Council is awarded Investors in People Silver accreditation until July 2021.**

The assessment confirmed that the Council has continued to improve in all nine indicators of the Standard with overall benchmark scores either above or equal to the public sector average for all accredited organisations. The development of a more cohesive People Strategy and establishment of the PSSG are examples of good practice that will ensure all aspects of organisational performance will continue to mature and evolve.

There are numerous strengths that include:

- A clear vision and set of priorities
- A shared ethos that fuels a strong sense of pride and passion
- A strong commitment to managing, developing and supporting people that is actively promoted and demonstrated by both senior leaders and Council Members.
- Access to a blend of well-designed and engaging learning and development interventions
- A dedicated scrutiny group of members and officers with a clear remit of monitoring and evolving the people strategy

A key observation is that the organisation is collectively moving towards a high performing culture. There are several recommendations included within the full report but the key recommendations to secure the capacity for high performance are:

- Review and define the role of leaders in enabling and sustaining a high performance culture

- Establish and monitor measures of high performance utilising management information
- Refresh the core values and their related behaviours
- Enable more collaboration and innovation
- Improve planning and coordination of change
- Continue to develop the recognition of teams on their achievements

The accreditation is subject to review visits at 12 and 24 months after this assessment which will continue to explore the capacity to be high performing.