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David Ashlee **Town Clerk and Chief Executive**

Date: 14 April 2022

Dear Councillor

Could you please note that a meeting of the Personnel Sub-Committee will be held on **Thursday 21 April at 7.00 PM** when the following business will be transacted.

### **AGENDA**

1. Apologies for Absence
2. Specific Declarations of Interest
3. Outcome of IIP Accreditation 2022 - see page 2

Yours faithfully

David Ashlee  
Town Clerk and Chief Executive

To: Members of Personnel Sub-Committee

Councillors Sid Abbott, Lisa Bird, Matthew Brennan, John Gurney, Peter Hollick, Liz Jones and Gloria Martin and other Members of the Council for information.

**DUNSTABLE TOWN COUNCIL**

**PERSONNEL SUB-COMMITTEE**

**THURSDAY 21 APRIL 2022**

**INVESTORS IN PEOPLE ACCREDITATION OUTCOME 2022**

<p><b>Purpose of Report:</b> This report informs members of the outcome and next steps regarding the recent accreditation visit carried out by Investors in People (IIP).</p>
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**1. ACTION RECOMMENDED**

1.1 That members note and comment on the content of this report and associated action plan (appendix 2) to be submitted to the IIP assessors and then carried out over the next twelve months.

**2. INTRODUCTION**

2.1 Members will be aware that the Council has been IIP accredited since 2013 and since this time have improved the original accreditation level to silver, which is a significant achievement for an organisation the size of Dunstable Town Council.

2.2 Just before the Covid 19 original lockdown in 2020, the Council had their normal IIP assessment accreditation and were once again awarded silver accreditation in April 2020.

2.3 Since this time IIP have changed both their accreditation scoring and how organisations are assessed. Organisations are now assessed as either Standard (Developed), Established or Advanced.

2.4 A summary of the most recent IIP accreditation report is submitted at appendix 1<sup>1</sup> and members will note that the score has come out at Standard (Developed) but not far off Established (which was silver).

2.5 This means that the Council retains its silver (Established) accreditation for the next twelve months but unless an action plan is agreed and implemented, the likelihood is that the Council's score could go to Standard.

2.6 As a result of this, an action plan has been developed and is submitted at appendix 2.

**3. ACCREDITATION PROCESS AND NEXT STEPS**

3.1 This year the accreditation process involved staff completing an IIP survey (59% of staff completed the survey), a detailed interview with a cross section of nine staff (no members), and pre and post assessment interviews with the Senior Management Team.

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<sup>1</sup> The full report is very lengthy but available to members upon request

- 3.2 It is worth noting that the Senior Management Team's assessment of performance was that the organisation is still operating at Established level (see page 4 of the summary at appendix 1).
- 3.3 The improvement plan has been created to try and react to the comment made on page 5 of the summary report under the heading '*what to work on*'.
- 3.4 The next steps are that the improvement plan will be submitted to the IIP assessor and that there will be further assessments/meetings undertaken in January 2023, 24 and 25.

**4. APPENDICES**

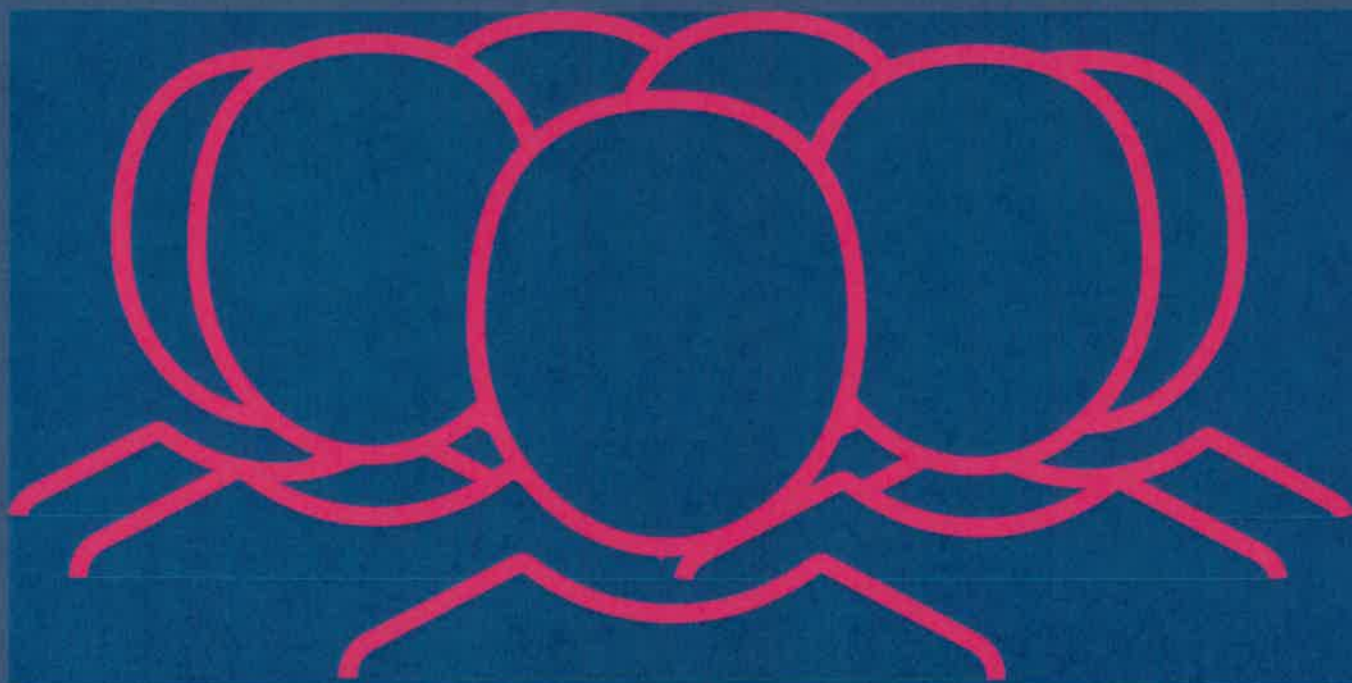
- 4.1 Appendix 1 - Summary of the IIP report January 2022  
Appendix 2 - IIP Improvement Plan 2022

**5. AUTHOR**

- 5.1 David Ashlee – Town Clerk and Chief Executive  
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# INVESTORS IN PEOPLE®

We invest in people



## Essentials Feedback

### Dunstable Town Council

Project number: CEN-21-01038

Practitioner: Mark Gradley

Date: 31st of January 2022



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## We invest in people Standard

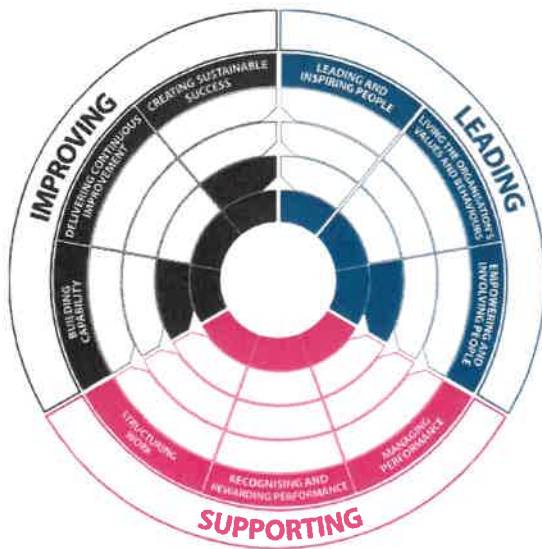
### Detailed feedback and recommendations inside...

- What to be proud of
- What to work on
- Our recommendations
- What's next

### Key dates

Accreditation date	12-month meeting (Amnesty)	24-month meeting	Accreditation expiry
31/01/22	31/01/23	31/01/24	31/01/25

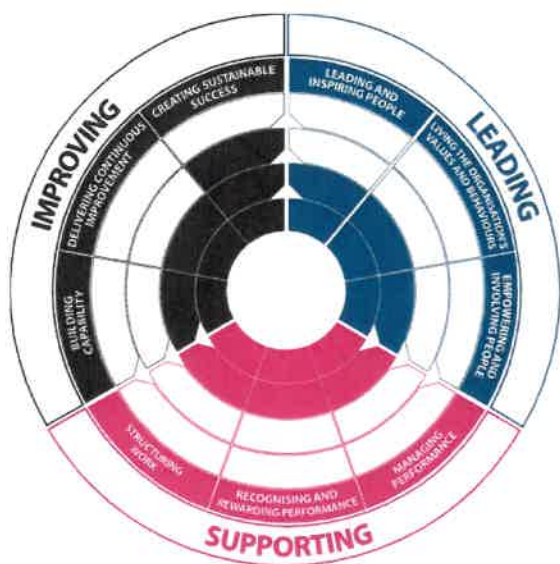
# At a glance



All indicators within the standard are met at the Standard level, with Established (Silver) practices in:

- Empowering and involving people
- Building capability.
- Creating sustainable success.

# Where you thought you levelled



# What to be proud of

- People feel trusted to make decisions within their roles.
- The culture you have created within the organisation brings people together on all levels, especially during Covid.
- You have challenging yet respected relationships with your stakeholders, and staff represent the council with pride.
- You develop your staff well and provide opportunities to upskill and progress.

# What to work on

- Leadership development could be more effective and embedded into everyday practices, where leaders are held accountable and bring about more consistency.
- Overall, communication could be more effective.
- You have a great culture around your values, but you may wish to define the core values underpinning behaviours to clarify these for teams and individuals.
- More accountability in the performance management cycle will ensure more consistency in your delivery, specifically around CPR delivery.
- You may wish to investigate your reward and recognition offering in relation to how staff feel appreciated. This relates to recommendations against leadership practices.
- You might like to enhance your continuous improvement activity with a dedicated staff focus group.



# What's next?

Currently, DTC falls below the current level of accreditation, although it can retain an award level of Silver Accredited for a period not exceeding 12 months. An amnesty review process is now being followed:

- We will need to see an action plan highlighting specific activities to meet the requirements of the standard. The draft should be submitted within twelve weeks of receiving this report.
- The overarching principle governing the Amnesty Review, which will follow within 12 months of this accreditation date, is that it should provide sufficient evidence to enable the practitioner to make a robust judgement on whether the organisation meets the requirements for the Award level at Silver.
- Please note you only need seven out of the nine indicators to retain Silver status.

When you've had a chance to read this report, we'll explain your results and how to plan for amnesty in our feedback meeting.

## WHO?

The meeting will include Mark Gradley and SMT.

## WHEN?

2<sup>nd</sup> of March

## WHERE?

Over Zoom

## WHAT?

Together, we'll...

- Discuss your result and our recommendations in detail.
- Brainstorm how to turn our recommendations into tangible activities.
- Develop an action plan, which we'll be able to review one and two years on.

# To keep your accreditation, you need to:

- Keep meeting (or exceed!) the requirements of your award.
- Meet us at amnesty and 24 months down the line. We won't be assessing you again (other than against the indicators needed for amnesty), but it'll give us the chance to chat through your progress against your action plan.
- Be reassessed no more than three years from this assessment.

# Assessment results

## Your results by indicator

INDICATOR	THEME	DEVELOPED	ESTABLISHED	ADVANCED
LEADING AND INSPIRING PEOPLE	Creating transparency and trust	✓		
	Motivating people to deliver the organisations objectives	✓		
	Developing leadership capability	✓		
LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS	Operating in line with the values	✓		
	Adopting the values	✓	✓	
	Living the values	✓		
EMPOWERING AND INVOLVING PEOPLE	Empowering people	✓	✓	
	Participating and collaborating	✓	✓	
	Making decisions	✓	✓	
MANAGING PERFORMANCE	Setting objectives	✓	✓	
	Encouraging high performance	✓	✓	
	Measuring and assessing performance	✓		
RECOGNISING AND REWARDING HIGH PERFORMANCE	Designing an approach to recognition and reward	✓		
	Adopting a culture of recognition	✓	✓	
	Recognising and rewarding people	✓		
STRUCTURING WORK	Designing roles	✓		
	Creating autonomy in roles	✓	✓	
	Enabling collaborative working	✓		
BUILDING CAPABILITY	Understanding people's potential	✓	✓	
	Supporting learning and development	✓	✓	
	Deploying the right people at the right time	✓	✓	
DELIVERING CONTINUOUS IMPROVEMENT	Improving through internal and external sources	✓	✓	
	Creating a culture of continuous improvement	✓		
	Encouraging innovation	✓		
CREATING SUSTAINABLE SUCCESS	Focusing on the future	✓	✓	
	Embracing change	✓	✓	
	Understanding the external context	✓	✓	✓

DUNSTABLE TOWN COUNCIL

INVESTORS IN PEOPLE IMPROVEMENT PROGRAMME

MARCH 2022

Improvement Area	Action (s)	Responsible Officer (s)	Timescale	Comments
<p>1. Leading and Inspiring People <i>(Developed)</i></p>	<ul style="list-style-type: none"> <li>• Re-establish quarterly all staff meetings to improve communications</li> <li>• Create and adopt a new 'Leadership Charter'</li> <li>• Re-brand and re-promote all values and behaviours internally</li> </ul>	<ul style="list-style-type: none"> <li>• Town Clerk and Chief Executive</li> <li>• Town Clerk and Chief Executive</li> <li>• Business Support Manager</li> </ul>	<ul style="list-style-type: none"> <li>• From March 2022</li> <li>• From September 2022</li> <li>• May 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Completed – full 12 months of meetings now set-up. Recorded meeting available on Teams</li> </ul>
<p>2. Living the Organisations Values and Behaviours <i>(Developed)</i></p>	<ul style="list-style-type: none"> <li>• Include assessment against core values within the Continuous Performance Review process – amend current forms</li> </ul>	<ul style="list-style-type: none"> <li>• Business Support Manager</li> </ul>	<ul style="list-style-type: none"> <li>• By Dec 2022</li> </ul>	

Improvement Area	Action (s)	Responsible Officer (s)	Timescale	Comments
3. Empowering and Involving People <i>(Established)</i>	<ul style="list-style-type: none"> <li>Ensure all staff groups that want them, have established their own Whatsapp groups to improve communications</li> </ul>	<ul style="list-style-type: none"> <li>Management Team</li> </ul>	<ul style="list-style-type: none"> <li>From September 2022</li> </ul>	
4. Managing Performance <i>(Developed)</i>	<ul style="list-style-type: none"> <li>Introduce 6 month review process into CPR scheme and amend forms accordingly</li> </ul>	<ul style="list-style-type: none"> <li>Management Team</li> </ul>	<ul style="list-style-type: none"> <li>From April 2022</li> </ul>	
5. Recognising and Rewarding High Performance <i>(Developed)</i>	<ul style="list-style-type: none"> <li>Adapt staff award scheme to also include performance against Council values – amend nomination form</li> <li>Ask staff how they would like to be rewarded – include new question on staff questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>Business Support Manager</li> <li>Business Support Manager</li> </ul>	<ul style="list-style-type: none"> <li>From April 2022</li> <li>2022/23 staff questionnaire</li> </ul>	

Improvement Area	Action (s)	Responsible Officer (s)	Timescale	Comments
6. Structuring Work <i>(Developed)</i>	<ul style="list-style-type: none"> <li>Introduce new All Staff Quartely Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>Marketing and Communications Officer</li> </ul>	<ul style="list-style-type: none"> <li>First Edition to go out by June 2022</li> </ul>	
7. Building Capacity <i>(Established)</i>	<ul style="list-style-type: none"> <li>Introduce new quarterly 'Staff Focus Group' themed with '<i>what can we do better</i>'</li> </ul>	<ul style="list-style-type: none"> <li>Head of Community Services</li> </ul>	From September 2022	
8. Delivering Continuous Improvement <i>(Developed)</i>	<ul style="list-style-type: none"> <li>Include 'What can we do better' as a standing item on the Management Team Agenda</li> </ul>	<ul style="list-style-type: none"> <li>Management Team</li> </ul>	<ul style="list-style-type: none"> <li>From March 2022</li> </ul>	<ul style="list-style-type: none"> <li>Completed. Item now included on agenda</li> </ul>
9. Creating Sustainable Success <i>(Established)</i>	<ul style="list-style-type: none"> <li>Encourage all staff to use social media outlets to promote their own work; before and after shots etc.</li> </ul>	<ul style="list-style-type: none"> <li>Management Team</li> </ul>	<ul style="list-style-type: none"> <li>From April 2022</li> </ul>	