



Assessment Report

Sustain UK

Accreditation number: CEN-19-01143

Accreditation valid from: 12/11/2019

Assessment conducted by: Gordon Stopani



Executive Summary

Sustain UK has met the requirements to be accredited at Investors in People **Gold** level as a result of this assessment.

This is an excellent achievement against the new IIP Standard. It indicates that the organisation has made good progress towards achieving its desired ambition of achieving 'High Performing' levels of performance across the Standard's 9 Indicators.

The assessment process included a survey resulting in a 74% response rate from a staff population of 50 people. A Context Discussion meeting was conducted with the Chief Executive Officer (CEO) and Finance Director. This was followed by one-to-one interviews held on-site at the organisation's Offices in Harborne, Birmingham; which also provided an opportunity to observe the working spaces of the various teams based there.

The assessment was a positive experience throughout and revealed that Sustain UK has a wide range of effective people and business management approaches and practices in place.

Areas of strength were found to exist in respect of:

- The degree to which values are embedded within the culture.
- The effective working relationships between people.
- Supportive leaders and managers who are good role models for people.
- An empowered workforce that benefits from good levels of autonomy in their roles and who believe that Sustain UK is a "great" organisation to work for.
- Commitment to ethical working and social responsibility.
- Commitment to providing on-going training, learning and progression of staff.
- Continuously seeking to improve the organisation's performance and providing value for money services.

There was no doubt that the 'hearts and minds' of staff have been captured and that people are wholly committed to the objectives of the organisation. The views expressed by staff in the online survey were mirrored by those expressed during interviews. The positivity of peoples' views is well above that of other organisations both in the same sector and in others, which also benchmark themselves against the IIP Standard.

The greatest potential for organisational gain will come from further developing and improving the business and people management practices currently used by the organisation. The assessment clearly indicated that Sustain UK is undergoing a significant period of change, consistent with organisational growth and ambition.

People practices can be built upon to ensure that they are robust enough to support this growth and ambition. The evidence gathered demonstrated that this was already happening and in the main body of the report, several suggestions have been made for the Directors' consideration. Key areas for consideration relate to:

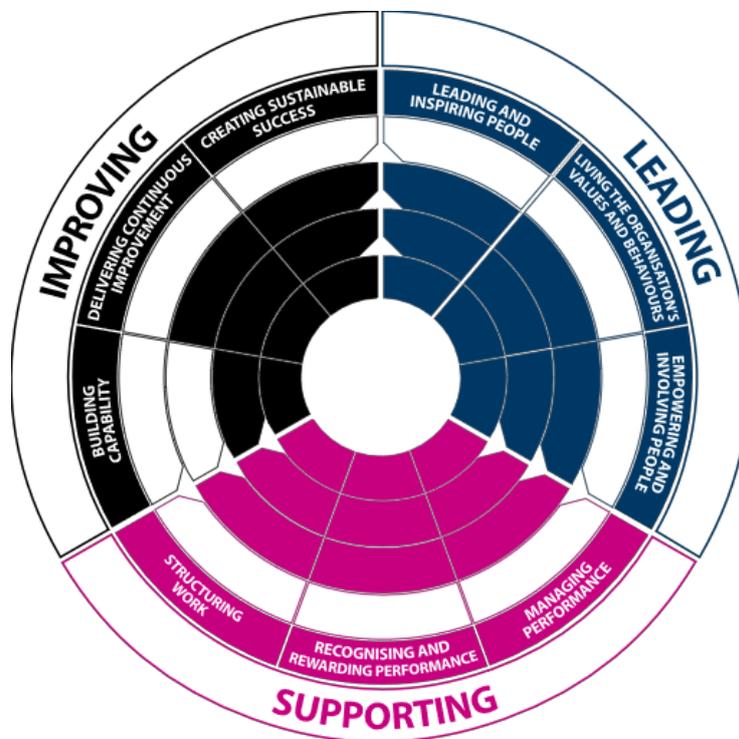
- Organisational governance and the policies and procedures used to lead, manage and develop people.
- Identifying / developing the future capabilities needed by leaders, managers and staff to ensure that the organisation's planned growth and ambition can be realised.

- Succession planning and talent management.
- Performance management at the individual level.
- Performance management at the organisational level, including the use of relevant KPI.
- Encouraging even greater levels of autonomy and responsibility at the individual level.

The Directors self-review against the IIP framework shows that their ratings against the assessment criteria were mainly at the 'High Performing' level of performance, which was above the final outcome achieved. However, many of their ratings were in line with the assessment outcome.

The heat map below summarises the assessment outcome as measured against the 9 Indicators of the Standard. Also confirmed, is the assessment award outcome.

Assessment Outcome



Award Outcome

