



INVESTORS IN
PEOPLE UK

COMPANY REPORT 2003-2004

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“I am delighted to commend this annual report by Investors in People UK. It marks a year of considerable advance in the development of the Standard as a tool for business improvement. The increasing number of recognised organisations of all sizes and all sectors is making an important contribution to the effectiveness, profitability and productivity of our economy.”

CHARLES CLARKE, Secretary of State for Education and Skills

Introduction

During the past year Investors in People UK has spread its wings, widened its offer to employers, co-operated with more partners than ever before and set in place long-term developments which will have major significance for the Standard and its use for years to come.

Extensive research amongst our customers has confirmed our strengths - but has also highlighted where we need to improve and adapt. Our review of the Standard, which will bear fruit towards the end of 2004, has shown that employers demand a return on investment. We are now working unremittingly to ensure that we can deliver that.

Our confidence is high due to increasing support and endorsement from our strategic and social partners such as the Learning and Skills Councils, Skills for Business, the CBI and TUC. And Government, right across the UK, has renewed its support for our activities and the contribution that Investors in People makes to economic improvement.

Our targets are now clear. By 2007, we must seek to ensure that 45 per cent of the workforce is employed by organisations that have achieved, or are working towards, Investors in People; and that at least 40,000 small firms have achieved or are working towards Investors in People status. This is a demanding target but manageable. The wide range of initiatives we have been working on - such as our new Models, Profile and Laurel On Line which we have been helping to develop with our partners - all this means that the momentum is now considerable.

This report shows what we have achieved.

Chairman & Chief Executive's joint statement

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Investors in People UK has enjoyed another year of significant achievement. Just over 38% of the UK working population is now employed by organisations that are recognised as an Investor in People or are working with the Standard. Numbered amongst these organisations are over 35,000 small businesses - a figure which gives us considerable satisfaction.

During recent years one of our key priorities has been the need to switch on more small and medium sized enterprises to the benefits of using the Standard as a business improvement tool. The figures achieved this year are a tribute to the success of the work targeted on that area. At the same time large organisations are continuing to enjoy the benefits of remaining recognised. Putting those two trends together means we are well on target to realising our vision of Investors in People organisations as the norm across all sectors of the economy no matter what the size or type of enterprise.

This continued progress has been accompanied by an exciting and important shift in the way Investors in People UK has worked. As an organisation we have always believed in the need to co-operate with others who share our values and vision. But during the course of 2003/04 our level of close collaboration has undergone a fundamental change. Through the recently-established Skills Alliance we are working with a wider range of organisations than ever before (including notably the Learning and Skills Council, Skills for Business and Ufl/learnirect). This new ethos of even closer co-operation also means that we are acting regularly on a bilateral basis with partners to achieve common objectives. Our unique contribution, based on our credentials to speak from the employers' perspective, makes Investors in People a highly valued partner.

Of course, much of the work during the past year will not manifest itself publicly for some time ahead. Investors in People UK has to invest continually in maintaining and refreshing both the Standard and our systems. In this respect two extremely important undertakings have been initiated in the past year.

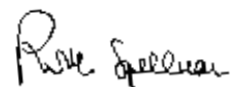
First, there were the early stages of our regular review of the Standard. The results of this will be seen towards the end of 2004 but the foundations were laid at the beginning of the period covered by this report. We believe that when the new version is unveiled it will be seen as a major advance in how the principles of the Standard can be applied.

Second, we are undertaking a root-and branch review of our delivery network. Strengths are being identified and consolidated and where improvements are needed action is being taken. Above all we are being guided by what the market tells us it wants - the need to get closer to our customers and meet their needs more flexibly and effectively. This has been an important period of renewal and, again, we think that our partners and users will be impressed by what they see when the new arrangements are published.

None of this would be possible without the enormous contribution of our employees and those with whom we work on a day-to-day basis. As an Investor in People organisation ourselves we know what a critical asset they are in our continuing success. We thank them all. We would like to thank our sponsor department, the department for Education and Skills, who give us financial and strategic support.



Tim Melville-Ross
CHAIRMAN



Ruth Spellman
CHIEF EXECUTIVE

“Staff tell me that they enjoy getting back from their holidays”

KAY BEDFORD, HEADMISTRESS

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Swiss Cottage School
LONDON



THEME	Investors in People Champion
BACKGROUND 	<ul style="list-style-type: none"> • A mixed state school for 2-16 year olds • Opened in 1995, the product of a merger between two special needs schools • Just under 70 employees • Achieved Investors in People Standard in 1999 and Champion status in 2004 – awarded the top grade in all sections of the Profile assessment.
ACHIEVEMENTS Following recognition 	<ul style="list-style-type: none"> • All employees are provided with a tailored career plan with opportunities to train as a group facilitator and develop their confidence and skills • A pioneering system of performance management for all employees, which involves 360 degree appraisals from managers, peers, pupils and parents • Exceptionally low employee turnover. Last year there was no need to advertise for new employees as the school has become a destination employer within the education sector • There is no graffiti or bullying within the school environment • Employees provide paid consultancy to other schools on leadership and people management – generating additional income for the school.

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The year's achievements

Maintaining Awareness and Credibility

- A very high level of awareness of Investors in People - over 90% amongst employers of all sizes - is now being achieved consistently
- Significant advances have been made in terms of the level of understanding of the Standard as a business improvement tool with the figure increasing during the year from 19% to 37%
- New interest continues to be high with general enquiries coming into the Information Line in considerable numbers. For example, in February 629 enquiries were received of which 321 were requests for Information Packs
- Investors in People Week held in November was particularly successful. Building on the theme 'People Drive Profits' the event attracted media interest and resulted in hundreds of positive media reports both nationally and locally in the press and on radio
- There was consistently good media coverage throughout the year. In the period January-March 2004, for example, Investors in People featured in 1702 articles in regional and national press as well as in business and HR trade magazines
- We worked in collaboration with The Financial Times to produce a supplement explaining and debating the issue of human capital management
- Sponsorship of awards continued to be used as a means of raising awareness and fostering understanding. This included the award for 'Outstanding People Development' in the National Business Awards and the 'Innovative Company of the Year Award' in The Growing Business Awards
- For medium-sized companies the 'Get Your Business Moving' campaign rolled out between November-March. Using e-mail and postal mail shots the results were very positive with almost 1000 organisations (including a number of international companies) requesting more information. Leads have now been passed to our delivery network for follow up
- We supplemented our large firms strategy by sponsoring an HR Directors Forum, organised by the Institute of Directors for FTSE 500 companies, to enable us to meet with a number of leading HR directors on a one-to-one basis and introduce the Standard
- Investors in People UK's 97 Ambassadors were constantly active throughout the year in publicly endorsing the Standard, enhancing its credibility and communicating its benefits to a variety of audiences

Improving Quality and Effectiveness

- During a customer survey of 2,000 organisations in the period October-December 2003, 96% expressed satisfaction at the performance of their Assessor

- The intermediary net has been expanded to include many more independent advisers and commercial organisations. A variety of partnerships have been established with organisations (such as the Ufl's Premier Business Centres) which share the same vision as Investors in People
- Work has commenced with Sector Skills Councils to ensure their advisers have the knowledge and skills to provide advice on the Standard
- The Investors in People UK's Board gained notable new additions in Sir Nicholas Montagu, former Chair of the Inland Revenue, and Peter Ayliffe, Group Executive Director, UK Retail banking Lloyds TSB Plc, who together added weight to the presence of the Standard in both the Government and business
- The Small Firms Initiative marketing meetings held during the year were very well attended and gave partners the opportunity to share best practice, learn from each others' activities and swap valuable contacts
- A Conference for intermediaries and practitioners was held in Birmingham in April under the title 'Positioning for the Future'. Key speakers included Sir Ranulph Fiennes and Digby Jones.

Adding Value for Customers

- The new Work-Life Balance Model was launched in June 2003 amidst considerable interest and support from all sides of industry
- Over 1000 organisations took advantage of the Profile tool enabling benchmark comparisons and providing in-depth feedback on performance
- A Large Firms forum, chaired by Alan Jones (CEO of TNT) was organised whose membership spanned a range of major public and private sector clients. The Forum provided valuable input into the review of delivery and the need for a focused service for large organisations. At its second meeting, the Forum took part in a Review of the Standard workshop so as to ensure that the needs of this client group were fully represented.

Increasing Accessibility

- The Investors in People UK website surpassed its targets in terms of the number of page impressions due to a very effective structure combined with relevant and up to date content. There was an average of 500k per month
- Yourpeoplemanager.com, the web-based consultancy and information service for managers, doubled its target of 50k page impressions per month

Extending Our International Reach

- The International strategy was developed to complement the UK strategy and our 5th International Conference in Jersey was attended by 26 countries
- Pilot licences were signed with Canada and full licences with Spain, Sweden and Slovenia.

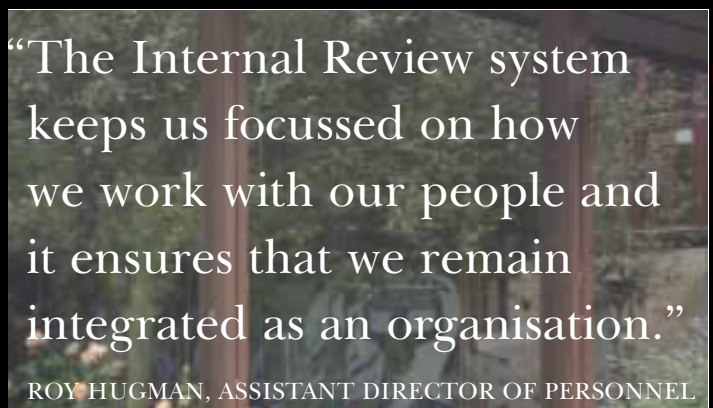


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Northumberland County Council NORTHUMBERLAND	
THEME	Internal Review
BACKGROUND →	<ul style="list-style-type: none"> • Around 13,000 people • The largest employer in Northumberland • Awarded the Standard across the whole organisation for the first time in 2001, and was one of the first authorities to be recognised in full in this way • Decided to use the Internal Review system, whereby an organisation trains and develops its own employees to review the policies internally, so as not to become complacent about the good practice they have in place.
ACHIEVEMENTS Following recognition →	<ul style="list-style-type: none"> • The internal review team do not assess their own departments, which enables them to take a “fresh look” at what is happening across the organisation • Shares best practise between departments, it enables employees to exchange ideas on what works well and how to improve • Offers employees a personal and career development opportunity as an internal Assessor, which is a significant corporate job and enables them to improve their knowledge of the organisation and their own skills • It is using the Standard to improve its status to that of “excellent authority” following its next Comprehensive Performance Assessment by the Audit Commission at the end of 2004.

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Delivery and quality assurance

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Investors in People UK has a suite of well-respected products in its Standard and associated Models. Levels of awareness are very high and the depth of understanding is growing. We recognise however that to convert interest and curiosity into commitment and recognition and to maintain involvement requires extensive support delivered through a network of well-informed Advisers and proficient Assessors.

Review of Delivery Network

During the past year Investors in People UK has made a significant investment in ensuring that its delivery network matches the quality of the Standard itself. With the aim of identifying and remedying any gaps in provision major reviews were undertaken both of the role and status of the regional Quality Centres and, more extensively, of the other parts of the network (including also the Devolved Administrations).

In order to ensure that on-going advice and assessment can contribute most effectively to continuous improvement amongst an increasingly diverse customer-base we have been working with existing and new partners to increase our routes to market. For example, Business Links are focusing their expertise on providing a brokerage and client management service and the intermediary net has been expanded to include many more independent advisers and commercial organisations. Partnerships have also been established with organisations which share a similar vision to Investors in People such as the Ufi's Premier Business Centres. Work has also started with Sector Skills Councils in order to equip their advisers with the knowledge and skills to advise on the Standard.

Customer Survey

Regular surveys of customers' experience of the delivery network (both assessment and advice) have been undertaken during 2003/2004. The results have been very encouraging. For example, of the 2,000 organisations who commented in the period October 2003 – March 2004, 96% expressed satisfaction at the performance of the Assessor. In addition 93% were satisfied by the service provided by their Advisers.

From these surveys, however, it also became apparent that there was scope for improving the service to organisations after recognition. A number of organisations felt that there was a lack

of follow-up activity which in turn meant that momentum might not be sustained. These gaps in provision are currently being addressed. A priority area will be post-recognition review where there is scope for the Assessment to have a more individual focus and contribute real added value.

In the light of this a new range of Internal Review products has been launched. Also a number of Quality Centres are now operating post-recognition 'Clubs', publishing newsletters and undertaking other activities to provide information, support and guidance to organisations following recognition.

Practitioner Development

The drive to extend the delivery network has given added emphasis to practitioner development. The requirements placed upon Registered Assessors and Advisers have been stepped up to take account of both the growing range of products and the need to maintain excellent delivery standards in keeping with customer expectations.

An evaluation of the Practitioner Development Framework has been completed and the registration and quality assurance of practitioners is being updated to become consistent with the new Common Standards for Advisers,

The portfolio of training available has been expanded particularly in relation to the Models and the needs of new intermediaries. There is now greater use of peer support amongst practitioners to share and grow. For example, Masterclasses were held to support practitioners' understanding of the latest Leadership & Management and Work-life Balance issues. Meanwhile, an agreement has now been signed with the Institute of Leadership and Management who will operate a register of approved advisers providing consultancy services in relation to the Leadership & Management Model.

THEME	Investors in People Champion
BACKGROUND 	<ul style="list-style-type: none"> • 156 years old with 15,600 employees working across a network of over 680 branches • The world's biggest building society • First became recognised in 1993 and now recognised for the Leadership & Management Model
ACHIEVEMENTS Following recognition 	<ul style="list-style-type: none"> • Helped refine its induction, appraisal, development and evaluation processes across its widespread network • Improvement in its growth, position and reputation in the marketplace through the continuous review of the training and development policies and strategies • Use of the intranet, six-monthly appraisals, focussed development and "E-learning" ensure contributions from all employees are harnessed to best corporate effect • Employee attitude survey results have improved year-on-year • Ranked 18th in the Sunday Times 2004 "100 Best Companies to Work For" • "Number One Provider of Overall Service Response" in the 2003 Institute of Customer Service Awards • Shares its success through best practice initiatives with its suppliers and local business communities • Nationwide aims to support the Champions programme through presentations and mentoring on topics such as business planning, learning and development planning, performance management and communications.

“Benchmarking what we do, sharing best practice and continuous development of our people has improved our business performance”

JOHN ADAMS, INVESTORS IN PEOPLE GROUP
CO-ORDINATOR

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Product development

The past year has been extremely important in terms of the development of a number of products and research projects of long term significance to Investors in People.

Models

The launch of the new Work-life Balance Model was a landmark occasion. Held as a joint event with Employers for Work-life Balance and the Work Foundation and attended by Patricia Hewitt, the Secretary of State for Trade & Industry, it highlighted the issue of work-life balance as one of the most challenging facing employers. With implications for a range of key management challenges - from staff retention and motivation through to equal opportunities - the Model has been widely welcomed and is already shaping attitudes and practice in many organisations.

The Leadership and Management Model, meanwhile, continues to attract sustained interest. In addition, agreement has been reached with the Institute of Leadership and Management who will maintain a register of approved advisers who can provide well-informed practical advice on the use of the Model. Work has also been undertaken with Ceridian Centrefile and the Chartered Management Institute to develop advanced training for practitioners on both models with the object of increasing the range and depth of their knowledge. A 'blended learning' approach is planned which can link with the on-line community being developed by the Information team.

Profile

Profile, which was launched last year, provides organisations with a detailed analysis and feedback of their performance based on a 1-to-4 grading across 23 separate measures aligned to the Standard. It identifies areas for improvement and provides both an incentive for improvement and a framework for stretching organisations' performance.

In order to test the effectiveness of Profile a survey of 400 organisations was undertaken. Of those interviewed 92% said that Profile was either 'Very Good' or 'Quite Good' while 84% said it was either 'Quite' or 'Very Good' in terms of value for money. Over 90% found its data either 'very' or 'quite' easy to understand. The single most important benefit of Profile, said users, was that it enables senior managers to spot where they most need to improve. 90% of commentators felt that Profile had 'added value'.

Champions

The Champions Programme has been established to recognise and reward exemplary Investor in People organisations for their use of the Standard as a business improvement tool and who will promote Investors in People and share their expertise with others.

Working in conjunction with partner bodies in the delivery network and drawing on a number of sources - such as winners

of National Training Awards, the National Business Awards and the Growing Business Awards (organised by the CBI) - the first cohort of sixteen has been identified.

Impact Assessment

Research continues to be undertaken into the benefits of the Standard as a tool for business improvement. The most recent of these projects is an Impact Assessment study examining the result of Investors in People recognition on organisational performance indicators such as sales, profits and productivity. 1600 organisations were surveyed of whom three quarters (including public sector, SMEs and large private sector organisations) were recognised. The remainder, as a control group, were neither committed nor recognised.

Amongst the headline results of the assessment were:

- a total increase in profit of £756 million can be attributed to gaining recognition as an Investor in People. The value of this for individual businesses is 4% of sales or £353 per employee
- changes made by recognised companies are almost twice as profitable as those made by non-recognised companies
- recognised companies make more changes to training, development, appraisals and feedback than non-recognised companies and their changes are more effective (doubling the increase in profit per employee)
- the benefits of being an Investor in People exceeds expectations both in terms of employee benefits (e.g. more motivated employee, lower turnover and absenteeism) and in terms of cost benefits (e.g. improved efficiency and productivity, less waste, increased sales).

Partner Research Fund

Twelve awards, amounting to £102K, were made from the Partner Research Fund to partner bodies for the investigation of a range of topics including, for example:

- barriers, benefits and support mechanisms within North Manchester
- Investors in People in hotels, dentists and GP practices in Kent
- uptake of Investors in People by large organisations in Scotland
- the development of an innovative approach to improving Investors in People take-up in four targeted sectors.

The subsequent reports were published on the Investors in People UK website.

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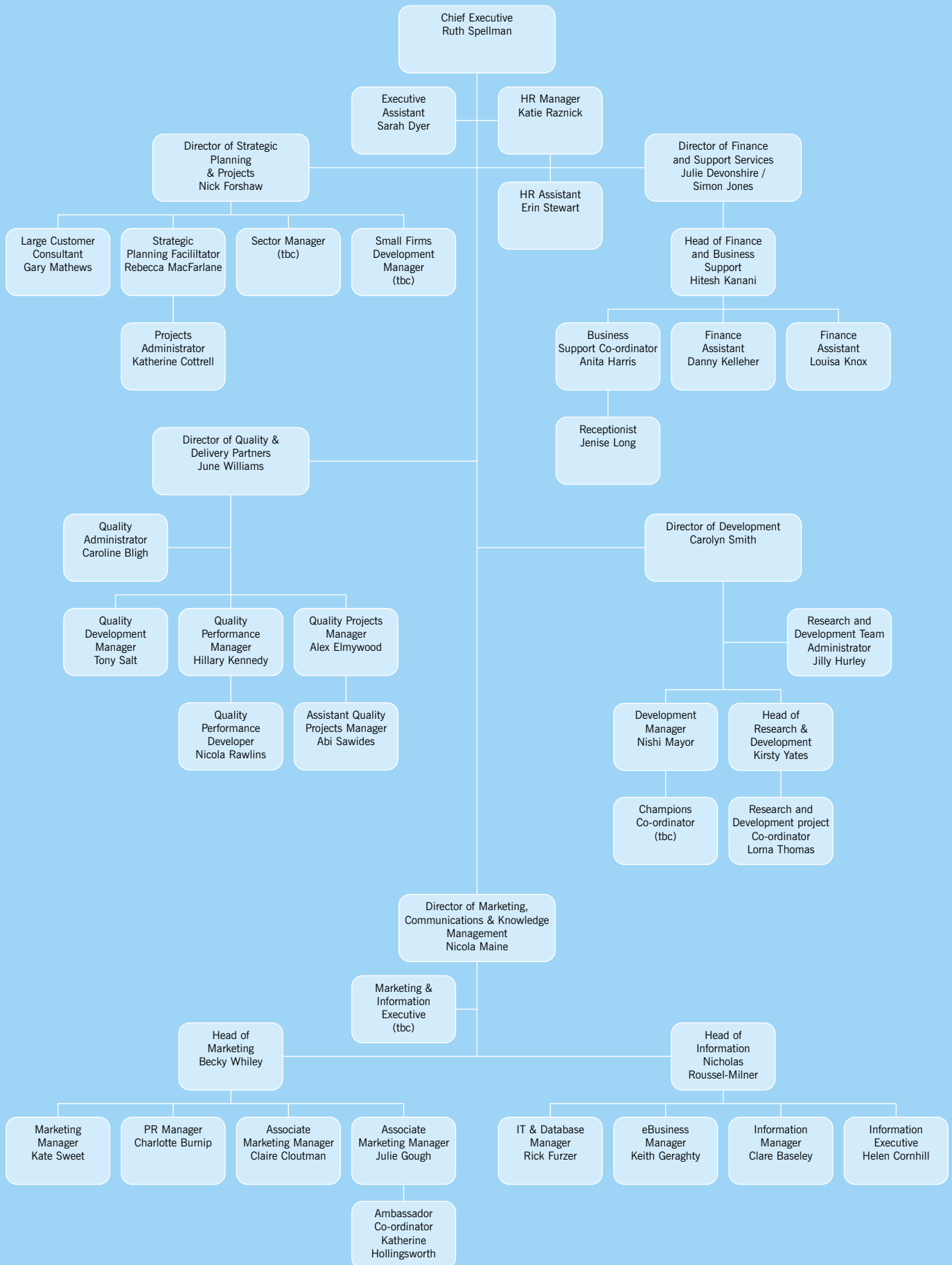
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	Ridgemia NEWCASTLE
THEME	Small company, used Small Firms Initiative
BACKGROUND →	<ul style="list-style-type: none"> • 8 employees • A rapidly-growing business start up providing intranet and web development services • Company was founded in 2002 • Ridge Media used the 'Building a Better Business' programme to help develop the business from scratch - and as a stepping stone to achieving Investors in People recognition.
ACHIEVEMENTS Following recognition →	<ul style="list-style-type: none"> • More efficient operations • Employees appreciate that they can make a real difference and a lasting contribution towards the success of the business • Growing reputation; recently appointed by Swiss Re to develop and install an intranet in their new London headquarters, otherwise known as the "Gherkin" • Employee time-keeping, work rates and productivity have all improved.

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Our people



Summary Directors' report of business activities and developments

The Directors present a summary of the information in the financial statements for the year ended 31 March 2004. The Company was incorporated on 1 October 1993 as a Non-Departmental Public Body sponsored by the former Department for Education & Employment (DfEE), now the Department for Education and Skills (DfES). The Company is principally engaged in the development and promotion of the Investors in People Standard.

The Company receives Grant-in-Aid from DfES for the pursuit of the objects in the memorandum of association of the Company. During the year the total Grant-in-Aid received was £5.168m (2002/2003 £1.62m). Grant-in-Aid transferred to deferred income amounted to £752 (2002/2003 transfer to deferred income £989). Grant-in-Aid relating to revenue expenditure, credited to the income and expenditure account amounted to £5.167m (2002/2003 £1.62m).

Following the Quinquennial Review of Investors in People, publications and merchandising activities were outsourced and have been treated as discontinued. On 1 May 2003 publications and merchandising operations were transferred to The Stationery Office (TSO).

Income from continuing operations increased during the year by 45.11% to £1.18m. The income was derived from three areas of activity: licence fee from licensed assessment and recognition units and training providers; publications license fee from TSO and also international license fee income including the South Africa Project sponsored by the EU. During the year the average number of staff has increased slightly from 37 to 40.

01	02	03		04		05	
	06		07		08	09	10
11		12	13	14	15		16

Board of Directors

- 01 **Ed Sweeny**
GENERAL SECRETARY
UNIFI
& member of TUC Executive
Committee and Financial Services
National Training Organisation
- 02 **Martin Henry OBE**
CHAIRMAN
Lastolite Limited
- 03 **Ruth Spellman**
CHIEF EXECUTIVE
Investors in People UK
- 04 **Michele Rigby**
MANAGING DIRECTOR
Recycle - IT! Ltd
- 05 **Sue Thomas**
DIRECTOR
Redwood

- 06 **Garry Hawkes CBE**
NON EXECUTIVE CHAIRMAN
ARAMARK Limited
- 07 **The Rt. Hon. Lord Sawyer**
NON-EXECUTIVE DIRECTOR
Reed Executive and Britannia
Building Society
& CHAIRMAN
Notting Hill Housing Group
- 08 **Tim Melville-Ross**
CHAIRMAN
Investors in People UK
- 09 **Peter Ayliffe**
EXECUTIVE DIRECTOR
UK Retail Banking, Lloyds TSB
- 10 **Norman McLean MBE**
DIRECTOR
Elephant Links Community Advocacy
Programme

- 11 **Dame Geraldine Keegan DBE, FRSA, OBE**
HEAD MISTRESS
St. Mary's College
- 12 **Hans Hermann Rissmann**
CHIEF EXECUTIVE
Edinburgh International Conference
Centre Limited
- 13 **Hugh Try CBE**
DEPUTY CHAIRMAN
Galliford Try Plc
- 14 **Sir Nicholas Montagu KCB**
FORMER CHAIRMAN
Inland Revenue
- 15 **Professor Robert Fryer CBE**
CEO
NHSU
- 16 **Roger Spencer Jones OBE**
CHAIRMAN
Welsh Development Agency

Observers

- 01 **John Rhodes**
DIRECTOR, INNOVATION UNIT
Department for Trade and Industry
- 02 **Stephen Marston**
DIRECTOR OF ADULT LEARNING
Department for Education and Skills
- 03 **Keith Bartlett**
GROUP PROGRAMME MANAGER
POLICY AND DEVELOPMENT DIRECTORATE
Learning and Skills Council

Summary financial statements

2003 - 2004

SUMMARY OF INCOME AND EXPENDITURE ACCOUNT

for the year ended 31 March 2004

GROSS INCOME	Year ended 31 March 2004		Year ended 31 March 2003	
	£'000	£'000	£'000	£'000
Continuing operations				
Grant-in-Aid		5,167		1,624
Additional funding		140		3,097
Income from operations		1,177		811
		6,484		5,532
Discontinued operations		72		1,962
		6,556		7,494
GROSS EXPENDITURE				
Continuing operations				
Cost of sales:				
Conferences		–		36
Quality Assurance	663			652
Assessment and advisory services	173			1
Marketing	2,080		2,846	
Strategic Planning and developments	62		–	
Development	616			259
Staff Costs	1,417			1,257
Administration	1,265			938
Depreciation	112			69
	6,388		6,058	
Discontinued operations	201		1,502	
		6,589		7,560
Operating deficit before taxation		(33)		(66)
Interest receivable		–		11
Deficit before tax		(33)		(55)
Taxation		–		(2)
Deficit for the year		(33)		(57)
Reversal of notional cost of capital		33		57
Retained surplus		–		–

There are no recognised gains or losses other than the result for the year. Discontinued operations relate to the publishing and merchandising element of income and cost of sales as well as national assessment and advisory services.

The summary financial statements were approved by the Board of Directors on 26 July 2004.

Ruth Spellman *Chief Executive*

Tim Melville-Ross *Chairman*

The information given does not constitute statutory accounts under S240 of the Companies Act 1985. The Company's statutory accounts have been delivered to Companies House and received an unqualified report from the Company's auditors Grant Thornton UK LLP.

Copies of the full audited accounts for the year ended 31 March 2004 can be obtained from the Company Secretary at the Company's registered office at 7-10 Chandos Street, London, W1G 9DQ.

SUMMARY BALANCE SHEET

At 31 March 2004

	Year ended 31 March 2004 £'000	Year ended 31 March 2003 £'000
Fixed assets	254	124
Current assets	1,650	3,131
Creditors: amounts falling due within one year	(924)	(2,308)
Net current assets	726	823
Total assets less current liabilities	980	947
Creditors: amounts falling due after one year	(33)	–
Net Assets less long term liabilities	947	947
Deferred income	947	947
Reserve	–	–
	947	947

SUMMARY CASH FLOW STATEMENT

for the year ended 31 March 2004

	31 March 2004 £'000	31 March 2003 £'000
NET CASH INFLOW FROM OPERATING ACTIVITIES	101	151
RETURNS ON INVESTMENTS		
Interest received	–	11
NET CASH INFLOW FROM RETURNS ON INVESTMENTS	–	11
TAXATION	–	(2)
CAPITAL EXPENDITURE		
Purchase of tangible fixed assets	(248)	(105)
NET CASH OUTFLOW FROM CAPITAL EXPENDITURE	(248)	(105)
(DECREASE)/INCREASE IN CASH	(147)	55

Investors in People: the past five years

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The Investors in People Standard was launched in 1991 with the backing of employers, trade unions, Government and a wide range of other bodies. In that year the first 28 'recognitions' were given and 500 organisations committed themselves to achieve the Standard.

The past 13 years have been marked by continuous growth and development as Investors in People has become one of the best known quality standards across all sectors of the economy. There has been constant innovation as the Standard has been renewed and as further Models related to the Standard have been added. It has enjoyed consistent support from Government and all areas of industry. Progress during the past five years has been especially rapid:

1999

The satellite-linked 'Building People Building Business' conference marks the increasing success of the Standard and the publication of the 'Building capability for the 21st century' research. The new version of the Standard, with greater choices for assessment, is piloted.

Tim Melville Ross takes over as Chairman of Investors in People UK.

2000

The new plain English version of the Standard is formally launched by Baroness Blackstone, The Recruitment and Selection Model is piloted. The recognition of the 20,000th Investor in People organisation is celebrated. Partnerships are enhanced to make the most of the infrastructure changes brought about by the Government's Learning & Skills Bill.

2001

New Regional Quality Centres are established to take responsibility for assessments, recognition and Practitioner selection as part of a new quality assurance strategy. The Recruitment and Selection Model is launched. As Investors in People marks its tenth anniversary there are over 24,000 recognised Investor in People organisations in the UK and partnerships and projects are undertaken in fourteen other countries.

2002

By March the number of recognised organisations has passed 29,000. The first phase of the regular Quinquennial Review reveals strong support for both the Standard and Investors in People UK. A Small Firms Task Force is established, the Raising the Standard magazine for recognised organisations is published and the international programme is extended to 20 countries.

2003

In a year of unprecedented innovation, starting with the launch of the Leadership and Management Model in January, the Profile benchmark tool is launched and quickly taken up by 1,000 organisations. The Work-life Balance Model is unveiled with the backing of the Government and the organisation Employers for Work-life Balance. Preparations are made for the launch of the Champions programme. The Skills Strategy White Paper, 21st Century Skills, is published which confirms the success and continuing importance of the Investors in People Standard and associated Models. The Skills Alliance is established in which Investors in People UK is given a central role. Investors in People UK begin work on the review of the Standard running focus groups with employers and stakeholders.

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Our partners

We continue to work with many partner organisations. Our most important partnership is with Government, in particular the Department for Education and Skills. Our network partners include the Learning and Skills Councils, Business Links, Quality Centres, Ufl, the Sector Skills Councils and the Sector Skills Development Agency.

ENGLAND

Learning and Skills Council

National Office
Cheylesmore House
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www.lsc.gov.uk

Small Business Service

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66-74 Victoria Street
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Tel: 0845 600 9006
www.sbs.gov.uk

SCOTLAND

Scottish Enterprise

5 Atlantic Quay
150 Broomielaw
Glasgow G2 8LU

Tel: 0845 607 8787
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Highlands and Islands Enterprise

Cowan House
Inverness Retail and Business Park
Inverness IV2 7GF

Tel: 0141 234171
www.hie.co.uk

WALES

Education and Learning Wales

Tel: 08456 088 066
www.elwa.ac.uk

NORTHERN IRELAND

Department for Employment and Learning

Adelaide House
39/49 Adelaide Street
Belfast BT2 8FD

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www.delni.gov.uk

QUALITY CENTRES

Assessment North East Ltd

Business & Innovation Centre
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Sunderland SR5 2TA

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The Assessment Network

Wyboston Lakes Business
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Yorkshire & Humberside Assessment Ltd

Sceptre House
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