# INVESTORS IN PEOPLE®

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# Feedback Report

## Amberleigh Care Limited

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**Date:** 13/04/2022

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# You did it! Congratulations.

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# Don't forget to celebrate!

- Let your people know how the assessment went.
- Recognise them for their contribution to the outcome that has been achieved.

# Detailed feedback and recommendations inside…

# Key dates

| Accreditation date | 12-month meeting | 24-month meeting | Accreditation expiry |
|---|---|---|---|
| 30/03/22 | 16/01/23 | 16/01/24 | 16/01/25 |

# What's next?

When you've had a chance to read this report, we'll discuss your results in our feedback meeting.

Together, we'll…

- Consider your results and our recommendations.
- Agree what you will focus on over the coming 12 months.
- Answer any questions that you may have.

# To keep your accreditation, you need to:

- Keep meeting or exceeding, the requirements of your award.
- Meet with us 12 and 24 months down the line. We won't be assessing you again at these points, but it will give us the chance to chat through your progress against your action plan.
- Be reassessed no more than three years on from your accreditation date.

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# What to be proud of

The following aspects of your people practices were found to be particularly effective:

- Your values have become embedded in day-to-day activities and are effectively supporting key people management practices such as supervision, appraisal and recruitment.

- There is a unanimous sense that the Company has very effectively dealt with the challenges brought about by the pandemic and that staff safety and wellbeing have at all times, been priorities.

- The management of staff performance continues to be an area of strength and an aspect of people management which has been further improved upon since the last assessment.

- People really enjoy working for the Company and say they get satisfaction from the varied and challenging roles they carry out. They very much feel that what they do is making a positive difference to the lives of the boys.

- Internal communications are described as being very effective, supporting a culture that is open and transparent.

- Relationships between the Company's leaders and staff are productive, conducive and built upon trust. There is a high level of agreement amongst staff that the Company's leaders are great at what they do and represent great role models for them to emulate.

# Recommendations

Good levels of progress in respect of the Company's people management practices were identified, demonstrating the ongoing commitment to continuous improvement. The suggestions below will help to further complement what is already happening:

- There is value in supporting line managers and team leaders further with training/support on how to effectively give constructive feedback and doing so in a timely manner. This vital 'soft skill' is fundamental to supporting staff engagement. Since it is a very practical skill, identifying 'what good looks like' and role-modelling/role-playing this in training sessions will be advantageous. Peer mentoring can also help to support this key skill, by ensuring that those colleagues who are proficient in giving feedback, act as mentors/peer reviewers for those who need to further develop their skills.

- With regards to the development of line managers and team leaders, consideration should be given to management styles to help raise the levels of self-awareness line managers and team leaders have in respect of the impact of their own behaviours on staff team members. Training and behavioural profiling can help with this, enabling a much more detailed level of understanding and appreciation to be gained and used to good effect in practise.

- Review the range of approaches and methods used to recognise staff, including the 'soft skills' of line managers and team leaders, which can of course be the most critical in

terms of whether people feel recognised and valued. Identify best practices that already exist in the Company and use the Company's 'best practitioners' to become the mentors/peer reviewers for other line managers and team leaders; supporting and helping them to develop their own practises.

- Review levels of autonomy and empowerment and the extent to which current policies and procedures, as well as line manager and team leader management styles, enable and indeed, encourage staff members to 'take the initiative' in respect of problem solving and decision-making as it relates to their own roles as well as the Company more widely.

- Review whether there are further opportunities to share practises between the two communities, and whether there is merit in more formalised approaches being deployed to assist with the sharing of knowledge, experience and insights across both communities.

# Assessment results summary

| INDICATOR | THEME | DEVELOPED | ESTABLISHED | ADVANCED |
|---|---|---|---|---|
| **LEADING** — LEADING AND INSPIRING PEOPLE | Creating transparency and trust | ✓ | ✓ | ✓ |
| | Motivating people to deliver the organisation's 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 | ✓ | ✓ | ✓ |
| **SUPPORTING** — 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 | ✓ | ✓ | ✓ |
| **IMPROVING** — BUILDING CAPABILITY | Understanding peoples' 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 improvements | ✓ | ✓ | ✓ |
| | Encouraging innovation | ✓ | ✓ | ✓ |
| CREATING SUSTAINABLE SUCCESS | Focusing on the future | ✓ | ✓ | ✓ |
| | Embracing change | ✓ | ✓ | ✓ |
| | Understanding the external context | ✓ | ✓ | ✓ |

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# Survey highlights

The survey returned a 70% response rate, which was 20% above that needed for the data to be valid. This was 9% higher than at the last survey, which received a 61% response rate.

# Who took the survey?

## Survey Response Rate

### Overview

TOTAL RESPONSES                                           50 responses out of 71 (70%)

RESPONSE METHOD

Email link: 50 responses out of 50              Open access: 0 responses out of 50

### By Team

[NO GROUP]                                                50 responses out of 71

# Your survey results by Indicator

Your survey results returned high levels of positive sentiment overall, with Indicator averages ranging between 5.2 and 6.2 out of 7.0. When compared with the previous survey, Indicator averages were lower for all 9 Indicators, most notably in respect of Indicators 3, 5 and 8. It is noted that your average Indicator scores are still above the IIP average in 7 of the 9 Indicators, with Indicators 3 and 5 being equal to the IIP average for your size of organisation.

Large numbers of respondents opted for 'strongly agree' and 'agree' responses to the survey statements as can be seen. For Indicators 3 and 5, higher levels of disagreement were received at 10.0% and 16.0% respectively, with Indicator 5 receiving the highest levels of disagreement to the survey statements.

## Indicator summary

| | Strongly agree | Agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Disagree | Strongly disagree | Average Indicator Score | Previous surveys |
|---|---|---|---|---|---|---|---|---|---|
| INDICATOR 1 Leading and inspiring people | 41.0% | 33.0% | 16.0% | 4.5% | 1.5% | 1.0% | 3.0% | 5.9 | -0.1 |
| INDICATOR 2 Living the organisation's values and behaviours | 51.2% | 33.2% | 8.0% | 4.0% | 1.2% | 0.4% | 2.0% | 6.2 | -0.1 |
| INDICATOR 3 Empowering and involving people | 41.5% | 28.0% | 13.5% | 7.0% | 4.5% | 3.0% | 2.5% | 5.8 | -0.6 |
| INDICATOR 4 Managing performance | 52.0% | 28.0% | 9.5% | 4.5% | 1.5% | 2.5% | 2.0% | 6.1 | -0.3 |
| INDICATOR 5 Recognising and rewarding high performance | 26.5% | 23.0% | 25.0% | 9.5% | 5.0% | 3.5% | 7.5% | 5.2 | -0.7 |
| INDICATOR 6 Structuring work | 49.5% | 30.0% | 10.0% | 6.0% | 0.5% | 1.5% | 2.5% | 6.1 | -0.4 |
| INDICATOR 7 Building capability | 40.0% | 34.0% | 17.2% | 4.4% | 1.6% | 0.0% | 2.8% | 6 | -0.4 |
| INDICATOR 8 Delivering continuous improvement | 36.5% | 31.0% | 15.5% | 10.5% | 2.0% | 2.5% | 2.0% | 5.7 | -0.5 |
| INDICATOR 9 Creating sustainable success | 47.5% | 31.0% | 11.5% | 5.5% | 1.0% | 0.5% | 3.0% | 6.1 | -0.2 |

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# Your survey results by Theme (Top 5 and bottom 5 ranked)

Your results for the top 5 and bottom 5 Themes of the 27 which make up the We Invest in People Standard are shown in the table below.

As can be seen, your top 5 Themes have all achieved average Theme scores ranging between 6.3 and 6.2 out of 7.0, which is excellent. Your lowest scoring Themes relate to; recognition, reward, empowerment and developing leadership capability, although developing leadership capability achieved a better average score than in the 2019 survey.

**Compared survey:** Investors In People Online Assessment - Amberleigh Care Ltd

| | Strongly agree | Agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Disagree | Strongly disagree | Average Score | Previous surveys |
|---|---|---|---|---|---|---|---|---|---|
| **Highs** | | | | | | | | | |
| **Adopting the values** <br> INDICATOR 2: Living the organisation's values and behaviours | 55.0% | 34.0% | 5.0% | 2.0% | 2.0% | 0.0% | 2.0% | 6.3 | -0.1 |
| **Understanding the external context** <br> INDICATOR 9: Creating sustainable success | 56.0% | 28.0% | 12.0% | 2.0% | 0.0% | 0.0% | 2.0% | 6.3 | -0.1 |
| **Measuring and assessing performance** <br> INDICATOR 4: Managing performance | 56.0% | 32.0% | 4.0% | 4.0% | 0.0% | 2.0% | 2.0% | 6.3 | -0.1 |
| **Setting objectives** <br> INDICATOR 4: Managing performance | 56.0% | 28.0% | 6.0% | 4.0% | 2.0% | 2.0% | 2.0% | 6.2 | +0.1 |
| **Designing roles** <br> INDICATOR 6: Structuring work | 54.0% | 25.0% | 12.0% | 6.0% | 0.0% | 0.0% | 3.0% | 6.2 | -0.3 |
| **Lows** | | | | | | | | | |
| **Participating and collaborating** <br> INDICATOR 3: Empowering and involving people | 34.0% | 30.0% | 10.0% | 14.0% | 6.0% | 4.0% | 2.0% | 5.5 | -0.8 |
| **Developing leadership capability** <br> INDICATOR 1: Leading and inspiring people | 14.0% | 42.0% | 30.0% | 8.0% | 2.0% | 0.0% | 4.0% | 5.4 | +0.1 |
| **Designing an approach to recognition and reward** <br> INDICATOR 5: Recognising and rewarding high performance | 24.0% | 24.0% | 30.0% | 12.0% | 4.0% | 2.0% | 4.0% | 5.3 | -0.2 |
| **Adopting a culture of recognition** <br> INDICATOR 5: Recognising and rewarding high performance | 28.0% | 28.0% | 22.0% | 6.0% | 4.0% | 2.0% | 10.0% | 5.2 | -1.0 |
| **Recognising and rewarding people** <br> INDICATOR 5: Recognising and rewarding high performance | 27.0% | 20.0% | 24.0% | 10.0% | 6.0% | 5.0% | 8.0% | 5.1 | -0.8 |

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# What your people told us and what we found

## Leading

### LEADING AND INSPIRING PEOPLE

#### Indicator 1: Leading and inspiring people

| Base Questions | Strongly agree | Agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Disagree | Strongly disagree |
|---|---|---|---|---|---|---|---|
| Management communicates the organisation's ambition | 50.0% | 34.0% | 8.0% | 4.0% | 0.0% | 0.0% | 4.0% |
| I trust the leaders of my organisation | 50.0% | 30.0% | 10.0% | 4.0% | 4.0% | 0.0% | 2.0% |
| My manager motivates me to achieve my best | 50.0% | 26.0% | 16.0% | 2.0% | 0.0% | 4.0% | 2.0% |
| My organisation develops great leaders | 14.0% | 42.0% | 30.0% | 8.0% | 2.0% | 0.0% | 4.0% |

The survey results are very positive overall, with low levels of disagreement expressed. In interviews, positive feedback was expressed about line managers and senior managers such as the MD and FD were described as positive role models and very visible and accessible to people in the workplace.

Feedback from interviews clearly indicated that the leaders' passion for the Company has a positive impact on their own levels of enthusiasm and commitment. Not only that, but as one person said, "I like the fact that this Company invests huge amounts of money back into the business."

People had clarity about what is trying to be achieved. This can be seen from the survey, which shows particularly positive sentiment in the results. In interviews, feedback indicated that communications and information sharing, as well as support from managers has given rise to "Unbelievably positive changes in the working environment." This, in turn, is helping to ensure that levels of trust are high, as can be seen from the 90% of respondents who agreed that this is the case.

Everyone met with had a real sense of purpose and understanding about what they do and what they need to achieve in their role and were clear about how their role complements the work of colleagues.

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Greater levels of confidence in leaders and managers were expressed during the assessment than was the case in 2019. This was no doubt supported by the bespoke training and development that has been put in place to assist those moving into line management roles.

As one individual said, "The relationships between the Manager and Deputy Manager is great and this has led to great relationships within the whole staff team." Another indicated that, "Management and Directors here are very supportive – I owe a lot to the managers who have helped me with my personal challenges."

## LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS

### Indicator 2: Living the organisation's values and behaviours

| Base Questions | Strongly agree | Agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Disagree | Strongly disagree |
|---|---|---|---|---|---|---|---|
| The values at my organisation guide the way we work | 48.0% | 32.0% | 12.0% | 4.0% | 0.0% | 2.0% | 2.0% |
| I share my organisation's values | 56.0% | 32.0% | 6.0% | 2.0% | 2.0% | 0.0% | 2.0% |
| My organisation has clear values | 54.0% | 36.0% | 4.0% | 2.0% | 2.0% | 0.0% | 2.0% |
| I challenge behaviours which don't match the organisation's values | 42.0% | 30.0% | 16.0% | 8.0% | 2.0% | 0.0% | 2.0% |
| My behaviour reflects the organisation's values | 56.0% | 36.0% | 2.0% | 4.0% | 0.0% | 0.0% | 2.0% |

Rating highest of the 9 Indicators of the Standard, with an average score of 6.2 out of 7.0, very little disagreement was expressed in respect of the survey statements. Very high levels of agreement, typified by 'strongly agree' and 'agree' responses, accounted for around 90.0% of all of the responses received for this Indicator.

At Theme level, the Theme 'Adopting the values' achieved an average score of 6.3 out of 7.0, reinforcing the fact that the values are central to how the Company operates in line with a therapeutic care ethos.

What can be seen from the data is that people believe the values to be clearly understood and to be reflective of their own values and behaviours. This is also reflected in how people are managed, developed and led, for example, within supervisions, where reflecting on actions and behaviours takes place as a part of the on-going development of staff.

There was no indication from interviews that anyone acts in self-interest in terms of what they do. Rather, they are very much committed to the principles and ethos of the Company and feel very able to challenge actions or behaviours which don't align with this.

Open and very regular communications throughout the Company are helping to define the culture of the working environment. People feel free and able to speak up and to voice their views and opinions and know that they will be heard; this was not expressed so strongly at both communities during the 2019 assessment.

## EMPOWERING AND INVOLVING PEOPLE

### Indicator 3: Empowering and involving people

| Base Questions | Strongly agree | Agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Disagree | Strongly disagree |
|---|---|---|---|---|---|---|---|
| I have all the information I need to do my job well | 36.0% | 32.0% | 20.0% | 4.0% | 6.0% | 0.0% | 2.0% |
| I am encouraged to use initiative in my role | 52.0% | 22.0% | 10.0% | 6.0% | 4.0% | 4.0% | 2.0% |
| I have a say in decisions that affect my role | 34.0% | 30.0% | 10.0% | 14.0% | 6.0% | 4.0% | 2.0% |
| I am trusted to make decisions in my role | 44.0% | 28.0% | 14.0% | 4.0% | 2.0% | 4.0% | 4.0% |

Achieving an Indicator average score of 5.8 out of 7.0, this Indicator attracted higher levels of disagreement than in 2019, reducing the average score significantly by a margin of 0.6. The Theme 'Participating and collaborating' ranked twenty third, out of the twenty-seven Themes which make up the Standard.

As can be seen from the survey data, some people indicated that there is greater scope for them to influence and make decisions relating to their role, as well as receive greater levels of encouragement in terms of using their initiative, although the numbers are relatively low.

This is not something borne out in interviews, when in fact people were very positive about the fact that they felt really involved in the decision-making that takes place and also that they are able to use their initiative when carrying out their role. As one person indicated, "Decision-making is good here. You have a voice at the weekly team meetings and during shift handovers as well."

Information to support people in their roles was found to be freely available through a range of mechanisms, including supervision, team meetings, shift handovers, presentations by the MD about performance and plans, as well as detailed monthly staff update newsletters. Staff commented that they can also air their views on anything they want to "Get off their chest", during the frequent dynamics meetings that are held.

There was good evidence as well that people are encouraged to take the lead in their role as well as have opportunities to develop their leadership and management skills. In some cases, the latter is being supported by training from the MD.

There are a range of projects being carried out at both communities currently and staff members play an instrumental role in helping to ensure these are successful. This is providing greater levels of job variety as well as challenge within jobs, which, in turn, helps to support engagement levels.

Positive interview feedback was received in relation to people working collaboratively. People also indicated that the pandemic working arrangements have had no detrimental impact on the ability to work collaboratively. Interview feedback was much more positive than the survey data for this Indicator suggests. There was also a real sense during interviews that people feel that what they do is making a difference to the lives of those they educate and care for.

That said, it is clear from having reviewed some of the communication documents, that the Company has identified the need to improve levels of understanding in respect of integrated working amongst staff, something it intends to embed as part of supervision meetings.

# Supporting

## MANAGING PERFORMANCE

### Indicator 4: Managing performance

| Base Questions | Strongly agree | Agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Disagree | Strongly disagree |
|---|---|---|---|---|---|---|---|
| I have agreed my objectives with my line manager within the last 12 months | 56.0% | 28.0% | 6.0% | 4.0% | 2.0% | 2.0% | 2.0% |
| My manager helps me improve my performance | 48.0% | 26.0% | 12.0% | 4.0% | 4.0% | 4.0% | 2.0% |
| I feel encouraged to perform to the best of my abilities | 48.0% | 26.0% | 16.0% | 6.0% | 0.0% | 2.0% | 2.0% |
| I have discussed my performance with my manager in the last 6 months | 56.0% | 32.0% | 4.0% | 4.0% | 0.0% | 2.0% | 2.0% |

Ranking third-equal in terms of raw Indicator average scores, this Indicator achieved 6.1 out of 7.0, with the strongest sentiment expressed as 'strongly agree' responses, which is excellent. At Theme level, two of this Indicator's three Themes ranked in the top five, namely: 'Measuring and assessing performance' and 'Setting objectives', which ranked third and fourth of the Standard's 27 Themes.

Disagreement levels were low, the greatest being in respect of whether people feel their manager helps them to improve their performance. This is an aspect worthy of further consideration since line managers play such an important role in supporting staff within the two communities.

The Company has maintained a strong focus on performance, including throughout the pandemic period, with interviewees indicating that supervision and appraisal meetings had continued as usual. During the assessment, it was established that the appraisal process has been reviewed and updated and that a revised approach is being rolled out during 2022, with the Company committed to reviewing this in due course to ensure its efficacy.

Interview feedback indicated that the conversations held during supervisions and appraisal meetings are very open and honest. These have an emphasis on reflecting on situations and decisions experienced, so that these can be subsequently used to explore actions, behaviours and opportunities for future learning.

A real strength of the appraisal process is the fact that it is based on 360-degree feedback principles, with colleagues and young people contributing to this feedback and can then be compared with a staff member's self-perception of their performance.

A further strength is the use of therapeutic practitioner competencies, which are used to

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shape and inform the Company's people management practices.

## RECOGNISING AND REWARDING HIGH PERFORMANCE

### Indicator 5: Recognising and rewarding high performance

| Base Questions | Strongly agree | Agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Disagree | Strongly disagree |
|---|---|---|---|---|---|---|---|
| I get appropriate recognition for the work I do | 28.0% | 20.0% | 26.0% | 6.0% | 6.0% | 6.0% | 8.0% |
| I am consistently recognised when I exceed expectations | 26.0% | 20.0% | 22.0% | 14.0% | 6.0% | 4.0% | 8.0% |
| I feel appreciated for the work I do | 28.0% | 28.0% | 22.0% | 6.0% | 4.0% | 2.0% | 10.0% |
| I am rewarded in ways that match my motivations | 24.0% | 24.0% | 30.0% | 12.0% | 4.0% | 2.0% | 4.0% |

This Indicator achieved the lowest Indicator average in the survey, achieving 5.2 out of 7.0, significantly lower than the average score achieved in 2019 at 5.9 out of 7.0. All three of the Themes which make up this Indicator, namely: 'Designing an approach to recognition and reward', 'Adopting a culture of recognition' and 'Recognising and rewarding people', ranked twenty fifth, -sixth and -seventh, of the 27 Themes which make up the Standard.

As can be seen, positive sentiment levels have reduced, with the most common survey choice being 'somewhat agree'. Whilst sentiment remains positive overall, there is scope for this to be a key area of focus in the future, especially since levels of disagreement account for between 16.0% and 22.0% of the sentiment expressed in relation to recognition and appreciation.

Given that pay rates have increased well above inflation in the past few months as a result of two pay awards, as well as additional incentives being added to Perkbox, and there is now a £1500.00 reward for referring a friend to come and work for the Company; one might be surprised by the levels of disagreement being expressed in this part of the survey.

Interview feedback was not 'polar' in this respect, with very high levels of positive feedback being received in respect of the range of improvements relating to reward that have been made in recent months. The real focus for attention needs to be placed upon the recognition of staff more than rewarding staff.

There is therefore some scope for line managers and team leaders to be more conscious of the need to recognise peoples' efforts, such as covering additional shifts when resourcing is difficult, through to simply thanking them for the work that they do. Although in terms of the latter, interviewees indicated that there is some of this happening as a part of shift handover meetings and it can be seen in Company communications such as the monthly newsletter. Some staff said that at shift handovers, staff strengths on the shift would be

reflected on and acknowledged. In fact, one interviewee said that their favourite part of shift handovers, is that staff are asked whether they enjoyed the shift, something they've never experienced whist working for other employers.

This is such an important aspect of line manager and team leader roles and can significantly impact engagement levels both positively and negatively. Therefore, current practices are worth reviewing to ensuring sufficient focus is being placed on these approaches. Further training to help support line management on the front line, is also likely to be advantageous in this respect.

Whilst there is some flexibility in respect of the rewards that are on offer to staff, there is further scope to seek more flexible and tailored approaches to reward and recognition, which are appealing to the differing motivations of staff members. That said, this does not appear to be problematic at present but there is value in having conversations with staff about this.

## STRUCTURING WORK

## Indicator 6: Structuring work

| Base Questions | Strongly agree | Agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Disagree | Strongly disagree |
|---|---|---|---|---|---|---|---|
| I am able to develop the skills I need to progress | 42.0% | 30.0% | 18.0% | 8.0% | 0.0% | 0.0% | 2.0% |
| I have the right level of responsibility to do my job effectively | 50.0% | 26.0% | 12.0% | 4.0% | 2.0% | 4.0% | 2.0% |
| My role enables me to work well with others | 40.0% | 44.0% | 4.0% | 8.0% | 0.0% | 2.0% | 2.0% |
| My work is interesting | 66.0% | 20.0% | 6.0% | 4.0% | 0.0% | 0.0% | 4.0% |

Ranking third-equal in terms of raw average Indicator scores, this Indicator achieved an average score of 6.1 out of 7.0, (0.4 lower than in 2019). However, it can still be considered as an area of organisational strength. The Theme 'Designing roles', which forms part of this Indicator, ranked fifth out of the Standard's 27 Themes.

The sentiment received to the statements posed is very positive overall, achieving levels of agreement that are above 80.0%. The statement ''My work is interesting' received agreement of 92.0%, which is excellent and a vital component for achieving high levels of staff engagement.

Also very positive, is the fact that people indicated that they could develop the skills needed to progress in the business. This was also confirmed in interview by staff members who had been able to do so.

People also indicated that their levels of role responsibility was right for what they are expected to do, achieving 88.0% in terms of levels of agreement. Again, this is a key factor which directly contributes to whether staff feel engaged and are gaining a sense of satisfaction from what they do.

Sharing experiences, insights and practices, plays a key role within the two communities. During interviews, people were very positive about this aspect of their work and the fact that they are able to learn from colleagues and in turn, are able to support the needs of other colleagues in the Company. The results in respect of collaborative practices, further qualify the findings from interviews stated in Indicator 3. There was some interview feedback to suggest that there is scope for greater collaboration between the communities.

Support for the development of operating policies and practices and the associated quality assurance activities that are carried out, has been recently enhanced through the creation of the new role of Quality Assurance Assistant. There are plans to recruit for a second Assistant later in 2022 once the role has become more embedded. This will be integral to supporting the Company's desire to embed further confidence in the systems and processes used on a day-to-day basis.

The Company has also recently created the new post of HR Assistant to further strengthen its people management activities and also a Senior Team Leader role, to strengthen operational support.

Feedback during interviews indicated that there has recently been a meeting between leaders and line managers, to consider what is working well in terms of operational practises, as well as seeking to identify 'smarter' ways of working.

# Improving

## BUILDING CAPABILITY

### Indicator 7: Building capability

| Base Questions | Strongly agree | Agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Disagree | Strongly disagree |
|---|---|---|---|---|---|---|---|
| My manager thinks it is important that I develop my skills | 50.0% | 26.0% | 16.0% | 6.0% | 0.0% | 0.0% | 2.0% |
| I have opportunities to learn at work | 42.0% | 30.0% | 18.0% | 4.0% | 4.0% | 0.0% | 2.0% |
| I make use of my organisation's learning and development opportunities | 32.0% | 42.0% | 22.0% | 2.0% | 0.0% | 0.0% | 2.0% |
| I know how my organisation invests in learning and development | 48.0% | 30.0% | 14.0% | 2.0% | 2.0% | 0.0% | 4.0% |
| People are selected for roles based on their skills and abilities | 28.0% | 42.0% | 16.0% | 8.0% | 2.0% | 0.0% | 4.0% |

Achieving an average Indicator score of 6.0 out of 7.0, (0.4 lower than in 2019), the statements received very little disagreement in this part of the survey, in fact no more than 6.0% for two of the five statements posed.

The data indicates that the Company has placed a significant emphasis on training and learning, something consistently confirmed during interviews. Interviewees also confirmed that they have regular opportunities to undertake training, professional development and that there are opportunities to undertake relevant qualifications. A review of the Business Plan showed that the Company seeks to encourage greater numbers of care staff to achieve a Level 3 QCF occupational qualification.

Much of the training and learning happens internally, led by staff and line managers or via online approaches. In addition, there are growing opportunities for peer review training activities to be carried out as well as opportunities to learn from other organisations who share the same therapeutic care ethos.

An important area for development is that of team leaders, helping them to develop their capabilities to have the confidence to manage HR-related matters. The Company has also recently reviewed and re-launched an improved approach to induction.

Peoples' understanding of how the Company invests in the learning and development of staff was found to be very good, essentially because of the Company-wide effective communications processes. A broader range of approaches are beginning to be used by the Company to support peoples' needs and to embed the principles and practices associated

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with a therapeutic care ethos.

During interviews, recruitment and selection was perceived to be very efficient, thorough and fair, with the Company continuing to make use of behaviourally based questioning approaches during interview.

Recent recruits indicated that they had found the interview and selection process to be very professional and that they had been made to feel at ease by those conducting the interview/s. There was very positive feedback about the opportunity to come for lunch and to mix with the boys and with the staff team on duty, thus helping all parties to better understand whether they are suited to the role on offer. Those interviewed were also positive in their views that the Company was effective in appointing people with the appropriate skills and experience.

## DELIVERING CONTINUOUS IMPROVEMENT

### Indicator 8: Delivering continuous improvement

| Base Questions | Strongly agree | Agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Disagree | Strongly disagree |
|---|---|---|---|---|---|---|---|
| I look for improvement ideas from my colleagues | 30.0% | 44.0% | 8.0% | 10.0% | 0.0% | 6.0% | 2.0% |
| I am responsible for improving the way we do things | 28.0% | 32.0% | 24.0% | 10.0% | 2.0% | 2.0% | 2.0% |
| I am encouraged to improve the way I do things | 48.0% | 28.0% | 12.0% | 10.0% | 0.0% | 0.0% | 2.0% |
| I am trusted to try new approaches in the way I work | 40.0% | 20.0% | 18.0% | 12.0% | 6.0% | 2.0% | 2.0% |

Whilst this Indicator average score was 0.5 lower than in 2019, levels of disagreement were no higher than 10.0%, which came in respect of whether survey respondents felt that they were trusted to try out new approaches in the way that they work, with a further 12.0% 'neither ageing nor disagreeing' that this is the case.

The Company is developing a much more outward-looking approaches to finding ways of improving and opportunities to share and learn from the practices of other organisations in the sector. In addition, it is helping to influence the sector through the publication of academic papers and articles. It is currently exploring the possibility of providing social work and teacher placements as a further means for developing its practices, as well as potentially support its future recruitment pipeline.

An interesting point revealed from the survey data is that most survey respondents feel that they receive encouragement to improve the way in which they do things. To some extent this does not completely align with the data for Indicator three, when 10.0% of respondents disagreed to some extent about whether they are encouraged to use their initiative, since both are facets of continuous improvement.

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Staff suggestions are very much a part of how the Company operates and there are numerous opportunities for staff to put forward ideas and suggestions that impact their role or the Company as a whole. The annual staff survey gave rise to a range of suggestions, which the Company already is or, will act upon. For example, improving the quality and focus of supervision meetings and ensuring that front line management is more people-focused on the approaches used to support and challenge staff. As one individual stated:

"The staff community is the best ever by a long way. We've grown as a team and there's lots more diversity and different ideas, with more 'out of the box' thinking and greater levels of thinking about how we can make things better."

The Company has recently reminded staff in its communications that they can already act to take certain decisions, when they have suggestions or ideas for improvement, since this forms part of their existing levels of authority.

## CREATING SUSTAINABLE SUCCESS

### Indicator 9: Creating sustainable success

| Base Questions | Strongly agree | Agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Disagree | Strongly disagree |
|---|---|---|---|---|---|---|---|
| My organisation is a great place to work | 44.0% | 30.0% | 10.0% | 8.0% | 0.0% | 2.0% | 6.0% |
| My organisation has a plan for the future | 56.0% | 32.0% | 6.0% | 4.0% | 0.0% | 0.0% | 2.0% |
| My organisation embraces change | 34.0% | 34.0% | 18.0% | 8.0% | 4.0% | 0.0% | 2.0% |
| My organisation has a positive impact on society | 56.0% | 28.0% | 12.0% | 2.0% | 0.0% | 0.0% | 2.0% |

Achieving an average score of 6.1 and ranking third-equal in terms of raw Indicator scores, as can be seen from the survey data, little disagreement was expressed by survey respondents to the statements posed. Whilst the Indicator average is 0.2 lower than in 2019, no significant suggestions were identified to support the fact that people were less satisfied with these aspects of the Company.

The Theme 'Understanding the external context' ranked second out of the Standard's 27 Themes, achieving an average score of 6.3 out of 7.0 and 96.0% agreement in the survey sentiment: an excellent result. Very recently, the communities have raised levels of awareness for staff and the boys in terms environmental impact and sustainability also carrying out project work in this respect.

These findings were resoundingly confirmed during interviews, with people speaking very

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highly of the Company as an employer. There were several common reasons for peoples' sentiments including: the ethical approaches the Company adopts in conducting its business, always having the interest of the boys as a top priority, teamwork, continuous investment in support the boys' needs, looking after the health and wellbeing of staff and creating a culture which it is enjoyable to work in.

It is heartening that 84.0% of survey respondents feel that the Company is a great place to work, however interview feedback suggests that, had more respondents completed the survey, this result might have been even more positive. During interview, staff only had very positive feedback to give about the Company, what it stands for and how it supports them in their roles.

The Company's business plan is shared with everyone when it is complete and having reviewed the content, it is clear that staff and other stakeholders have played a key role in helping to shape and influence the Company's future activities and ambitions.

Change plays a significant role in the running of the Company, with high levels having taken place since the last assessment, including moving to a three-shift approach and opening a new service within one of the communities. Whilst the survey data is slightly less positive than for the other statements of this Indicator, the overall view of staff, including during interviews, is that the Company manages change very effectively.