

## Employee Survey Results 2024

Dear Colleagues,

Many thanks to all of you who took the time to contribute to our employee survey. It's an important additional opportunity for us to gather your views and feedback on how we are doing as a service and your ideas for improvements. **This year, the response has been from 66% of employees (down slightly on last year's 72% and 68% in 2022).** Survey standards suggest that results of 65% minimum can be considered accurate – so thank you – we can still have confidence that these responses give a reliable and valid account of your views collectively.

We use an online tool and so we are sharing the results using some of the graphs from the software. [Narrative feedback and additional comments from staff that we received have been included for you to see in blue.](#) The only slight edits we have made is to remove some duplications or where a contributor could be identified from their comment to maintain confidentiality. We appreciate that this is a long document (!) but for transparency we have included almost all of the narrative feedback you gave to us – it's important that you get to see and share in each other's views.

In this full survey there are some things that you have flagged as needing attention that are within your gift in team meetings to address – so these have been **highlighted** – these would be great discussions for team dynamics or team meetings and any staff (or managers) can raise these as necessary. Please do take these forwards. [Some items include an organisational comment or response in green.](#)

Overall, the results are very positive and build on the same themes as last year, you have told us:

- This is a good place to work both as an employer and as a service to work within
- You have a lot of training and support and via a variety of methods.
- You feel that individually and as a service we are helping the boys.
- Communication overall is good and has improved (especially at Golfa)
- This is a safe place to work where you are listened to, valued and looked after as a staff group

In terms of areas to develop: (note: these have been seen in most years feedback)

- Consistency of boundaries within and between teams
- Some training subject suggestions (thank you)
- Better support for independence and especially transitions
- More focus on diet and healthy lifestyles/ monitor screen time

As with every year, the feedback can be broad with often competing or contradictory views and experiences. Sometimes this is about a point in time and how an individual is feeling, sometimes its linked to wider issues that others feel but only one or two 'voice'. The feedback is there for you all to see.

This is something that will happen and is typical in data collection surveys and we want to be transparent about this to help other staff understand and interpret the results. We will happily follow up on any staff feedback or concerns if staff wish to seek this out. We also had a couple of

respondents who gave negative scores to some questions, but then their responses elsewhere or in text were somewhat contradictory. We haven't adjusted the scoring to account for this – what you see is what was responded, but we flag this potential error which impacts on some of the answers. We will flag this in the report at relevant points.

You will also see in the narrative/ free text comments that sometimes there are completely opposite views expressed within a team and so the comments need to be read alongside the overall statistics. Again, this is normal – it's about helping you to improve the communication within your teams.

**The Results:**

This first section is to give you an overview of where the results came from by department and how long people have worked for the company.

- Overall, you will see that 60% of all responses came from care which is to be expected as this department has the greatest headcount in our organisation – there were 18 people from each care team, so about 2/3rds of each care team have responded.
- Central roles were 12% of responses, almost all people responded, with just 50% of therapy colleagues replying
- Almost all education staff responded – about 25% of total responses
- All departments, sites and teams are represented
- We can also see that almost 40% of staff have more than 3 years' service (up from 35% last year). Those with 1-3 years' service has increased to 38% (up from 33%), but there has been a drop in those more recent staff joining, 25% vs 50% last year.
- This changing ratio shows the stabilisation and strengthening retention and progression which was the trend we predicated as we entered 2024.

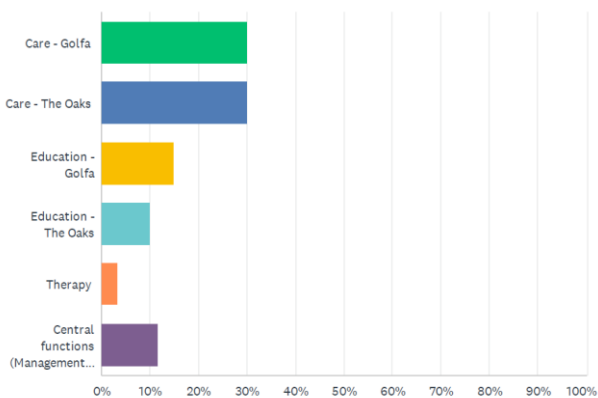


Figure 1 What department do you work in?

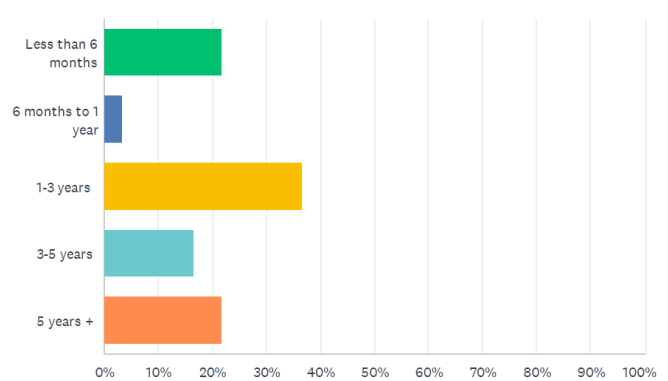


Figure 2 How long have you worked here?

**Your experiences at work.**

The following section gives an overview of how you experience work, are we flexible, does the work satisfy you, would you recommend us as a place to work? Here, we have started to add some of your comments to bring the figures to life.

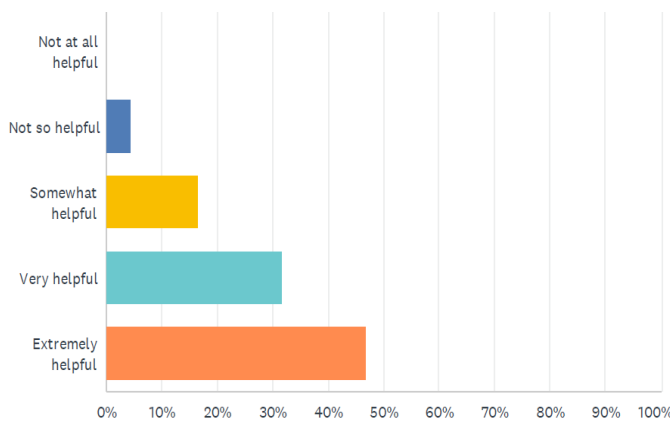
**Issues of Discrimination**

- A very high % over 96% of staff (92% last year) stated explicitly that they have seen no discrimination in the organisation. Overall, you report a safe place to work, and confidence that if you do speak out, you are listened to.
- There were 3 staff who clicked the option to add comments:
  - If I was aware of any of the above I would raise this immediately
  - I have not witnessed any of these behaviours
  - People have accused me of doing stuff I have not done

**Flexibility**

Overall it has been a busy year with transitions, but more settled generally than 2023. Recruitment and retention have strengthened significantly across the year. We have seen some long term sicknesses/ wider family complexities, investigations etc and as always, you won't be aware due to confidentiality, of some of the support that individual staff have received.

In general, the experiences of flexibility by the workforce has increased from last year:



- 79% of staff feel that we are very or extremely flexible (down slightly on 82% last year)
- 17% feel that we have been somewhat helpful (increase on last years 12%)
- 3 staff felt flexibility was not so helpful (This was the same number last year)

## Salary, Terms and Conditions

Last year, 82% felt that terms and conditions were favourable, and this is how we ended 2023.

This year we have undertaken a separate survey specifically looking at strengthening terms and conditions and have recently made a number of improvements in response. Please see the separate communication which provides the details, but these included and are being implemented:

- 3% pay increase for all non-management roles and scales
- Strengthening maternity pay and compassionate leave support
- Strengthening length of service benefits and bonuses
- Acknowledging 100% attendance
- Providing expansion of Perkbox service and issuing Blue Light cards for all staff

## Employee Comments:

Here are the comments and feedback around flexibility and terms and conditions:

- *My colleagues are supportive and helpful*
- *I have a set of very specific personal health needs which I find that staff and management at Amberleigh bend over backwards to support. I am given almost unlimited support and lee-way to attend treatment and hospital visits. I have received support far over and above that which most employers would offer and am immensely grateful.*
- *Steep learning curve but plenty of support to overcome any areas of improvement. Lack of flexibility in regard to shift swapping due to family obligations could be better, but understand it is limited due to the nature of the work.*
- *I feel Amberleigh is a great place to work, with good T&C's*
- *Amberleigh is a small company which has its benefits because of this in terms of pay and progression*
- *Great place to work with lots of supportive teams and people willing to help learn as a new person. Downside is hard to plan as difficult knowing what shift you are working and when at times*
- *Good overall but a stronger benefits package and greater flexibility would enhance the employment offering greatly. Comment submitted before the pay and T+Cs communication.*

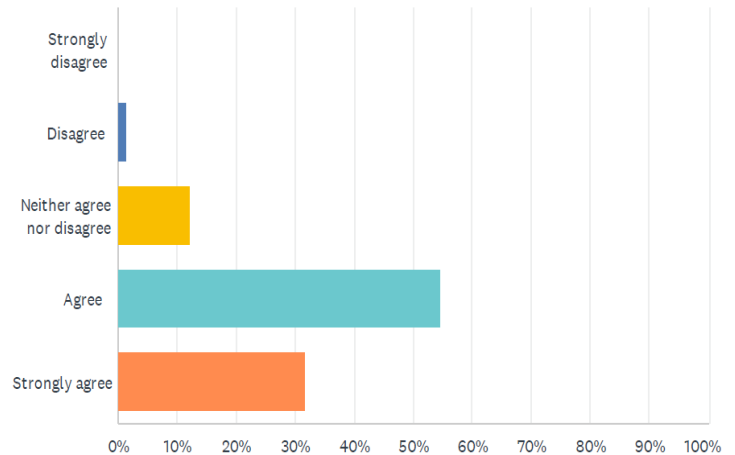
### Working Patterns

86% (up on 80% last year) feel that working patterns are helpful. Those that strongly agree has also increased.

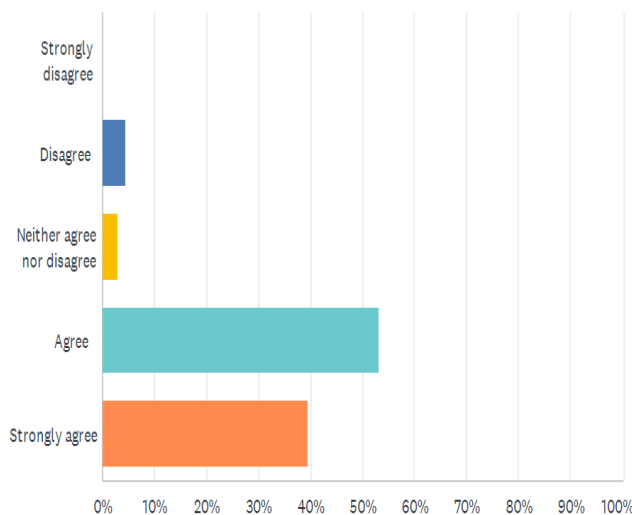
12% gave a neutral score, down on 17% last year.

Only 1 person disagreed, and no one strongly disagreed (there were 2 staff in this category last year)

Overall, we can see a strengthening set of feedback around working patterns



### Resources to do the job...



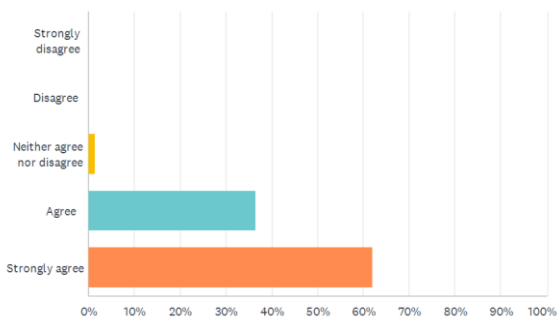
92% of respondents felt that they had the resources to do their job (up from 90% last year)

2 people responded neutrally.

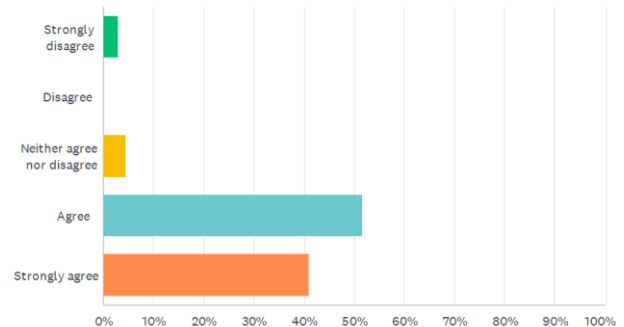
3 people responded to disagree with no one strongly disagreeing. This is an improved position where 2 strongly disagreed last year)

Last year, staffing resources at Golfa had been a prevalent theme, that has been addressed and not raised as an issue this year.

### Understanding Your 'Task' and Your Sense of Accomplishment



*Are you clear on your task and role?*



*Do you have a sense of accomplishment?*

These are outstanding results – 98% of respondents clear on their task (up from 94% last year) with no negative responses at all and only 1 neutral response. Then 92% (as last year) of staff feeling a sense of accomplishment - just 2 staff giving a negative score.

### Employee Comments on the Experience at Work Overall

These are **all** the comments that relates to these various elements and sub-questions represented above. Overall, you can see that these are very positive, **there are some elements that could be addressed/aired in team meetings or supervision.**

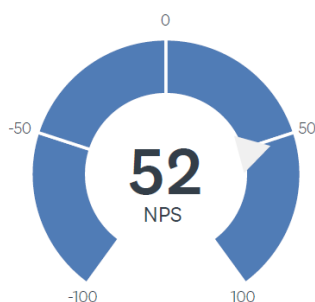
- *A good company to work for.*
- *An overall lovely and well organised place to work*
- *I have worked for Amberleigh for almost 19 years and I have been fortunate that my role has changed and developed over time. My skills, knowledge and interests have always been seen and heard and I have experienced training that has been extremely beneficial for me to develop in role. I am extremely grateful for the support I receive from current directors.*
- *I have worked in many organisations and I have never experienced a place where the children are the focus of our work, a lot of organisations will say that they are using a therapeutic model however this is not the case and must say that at the oaks this is what therapeutic is and is executed in a way that the children are nurtured, empowered and there needs are met to a high standard*
- *I am enjoying settling into the role*
- *I enjoy working for the company*
- *Well-structured and professional*
- *I have worked for Amberleigh for 10 years now and I have no major complaints. Amberleigh has supported me through very troubling times, and I couldn't be more grateful.*
- *They are a good company to work for and genuinely care about their residents and staff*
- *I feel that Amberleigh do everything they can to get it right. I am so impressed with how caring and committed the majority of staff are... I enjoy working for Amberleigh.*
- *I have enjoyed working here so far, **it's just the lack of consistency with the boys that makes life hard.***
- *My colleagues are supportive and helpful*
- *good experience*
- *If I have ever needed help or guidance, it has been easy to talk to people.*
- *I don't feel like it is a job but when coming to work I feel like I am coming home ...feel like I am giving something back*
- *The reason my answers are vague is due to me being new to the company I am still measuring my expectations/ the company's expectations of me and are yet to experience certain aspects mentioned in the survey*
- *I enjoy working at Amberleigh but there are some uncomfortable dynamics on occasions. Uncomfortable dynamics is part of the relational work and something that we try to harness in a variety of ways. The respondent hasn't distinguished how this is occurring for them and whether it is being worked with in a healthy way. Team meetings, individual and group supervision and ultimately HR would be routes to explore this further if required.*

- Management is very accessible
- In my opinion, Amberleigh is an inclusive and welcoming place to work where I receive plenty of support to fulfil my role to the best of my ability.
- I thoroughly enjoy working for Amberleigh and find it very rewarding. I appreciate the autonomy and the support I am given in my role and am pleased with the progress of the company and boys.
- Really enjoy working here and look forward to coming to work each day, seeing boys and staff and animals and enjoy my role in the company
- I've been with the service for nearly 13 years and I have developed hugely over this time, I enjoy working for the service and this is largely due to the people I work with and the values of the service.
- Amberleigh have been very understanding and patient with my long-term sick
- Everyone is very friendly. I feel if I have any questions, they get answered.
- Good experience
- The staff are helpful, friendly and a great team to work with really enjoyable job role, the training provided is also great for CPD! overall happy here :)
- I feel supported by my line manager.
- I believe this to be a good place to work. You have the support when you need it. **However, sometimes the inconsistent shift pattern sometimes affects plans, although I do understand this can be difficult to manage people's shifts.**
- Company is supportive towards outside matters and will adapt duties to support these.
- I have only been here for a few weeks but have found the culture to be extremely forward thinking, positive, and supportive.
- It's been a pleasure working for Amberleigh, the work we do is imperative to these young people's lives. However, I have also found a sense of belonging and purpose for myself. It's an experience that's difficult to describe.
- Amberleigh provides opportunities for growth and development. I feel looked after and I know who to go to if I have any concerns or worries.
- The company seems to care for the staff it employs which is nice. You feel more of a person and less of a number
- Friendly staff. Pleasant physical environment.
- **I find it's a lovely place to work until people gossip.** I don't find many trustworthy people who currently work for Amberleigh. **If this colleague would like to arrange a support session either with their line manager or direct with HR, we will be happy to facilitate this. The issue of gossip and team relations is something for dynamics spaces, but we are happy to provide individual support.**
- Amberleigh care is a good company to work for.
- I enjoy working at Amberleigh. The shifts are good. Although if we included another 7 hour it could be a little bit more helpful. Like a 12-7? **We are open to exploring working patterns that meet the needs of the boys/home. Its very unlikely that we would end a shift at 7pm as this is in the midst of the evening and doesn't fit with shift coordination.**
- Support is good

- *The staff term are supportive and good to work with. I enjoy the variety of experiences I get from my work.*
- *I enjoy working for a therapeutic community.*
- *I love my job and working at Amberleigh*
- *I like to think I am contributing to the boys education and well-being.*
- *I am happy in my role and feel the company is a good one to work for*
- *My feelings about working for the company have done a complete U-Turn in recent months. I now look forward to my shifts and enjoy the workplace and atmosphere. (Golfa care)*
- *Overall good and moving in the right direction now*
- *It's a great place to work*
- *In my opinion Amberleigh is a great place to work with good benefits and I feel that my work is appreciated.*
- *Best company I have worked for.*
- *I've noticed that changes are being made for the better which is good (Golfa care)*
- *It has been great*
- *It's a nice company to work for, they are fair and treat staff good.*
- *I feel it's a great company to work with who supports your wellbeing and willingness to progress.*
- *IT issues make me less productive at work. Need new laptops for teachers, more iPads and updated IWBs.*
- *It's an exceptional company to work for, although I do think ways of reducing duplication within the admin side needs reducing.*
- *It is a great place to work, and everyone pulls together when it is needed. No one is more important than anyone else. Only job I have had that you get paid to have fun*
- *I enjoy being part of a sector leading service with a defined model of care and clear evidence base. It sets us apart from other services and the boys do great*

### Would you recommend Amberleigh as a workplace?

In the survey, you had a 1-10 scale to rate your answer. In the analysis, the software categorizes these into promoters (rating 9-10), passives (rating 7-8) and detractors (rating 6 and under) and then collates these into a weighted result overall – a Net Promoter Score. We have increased further from last year.



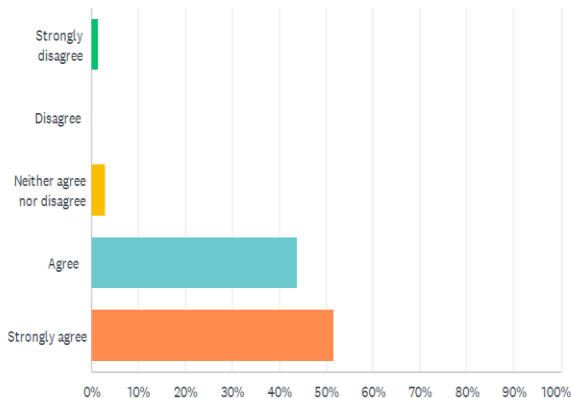
93% of responses were graded 7 or above (as last year) but with 60% strongly recommending us (rating 9 and 10) – up on last year

Just 5 colleagues scored us 6 or under this year (a reduction of 3)

This is a strengthening position to last year overall (the NPS was 50 in 2023) but also stronger in terms of the grades too!



**Is This a Good Place to Work?**



- a) 96% of staff agree/ strongly agree this is a good place to work (compared to last year’s 97%)
- b) 3% gave neutral replies as last year, but 1 person strongly disagreed.
- c) Strongly agreed % increased again this year – 51% up from 45% so the result is a strengthening position.

**Making a Difference**

In this section, we want to share your views on whether you feel we are helping the boys (and what else could we be doing) and your overall feelings about the work you do.

**4.1**   
average rating



Individually 86% of you felt that you were making a difference (down from 97% last year) – 30% agreed strongly as last year.

13% Neutral replies and 1 disagreement.

The shift from ‘agreeing’ to ‘neutral’ this year could be impacted by the number of relatively new staff completing the survey this year. We

see other comments that suggest staff are still settling in and finding their way.

Here is a selection of the additional feedback:

- *I do feel I can make some difference in the boys lives in my role. I think I could make a bigger impact if I worked closer with the boys, however my role is not direct individual work.*
- *It is good to see the changes taking place with the boys attitudes and smiles*
- *This is due to my being relatively new and not sure what impact positive or negative I am having on the boys*
- *I try my best to support the boys as much as I am capable of doing.*
- *Nice to see that something small to me can mean a lot to them - something as simple as taking the time to show interest in their lives*
- *think we support the boys and help give them a wide range of new experiences*
- *I feel we have a huge impact on the boys whilst they're with us, frustratingly the system outside of our service for 18 plus I feel lets down the young people and can undo some of the great work we do.*
- *I don't work directly with the boys, however if we can make a positive difference for staff this will have an impact on the boys*

- *I do not have real interaction with the boys on a day-to-day basis*
- *Neither agree nor disagree. Unsure at the moment as only been in the role a couple of months.*
- *I hope that our input becomes positive*
- *I feel that I have definitely started to make bonds with most of the boys, but being new and only being there a few months it is hard to tell just yet. Although, I do feel that there is definitely a mutual respect between myself and all of the boys which is definitely a positive!*
- *I have only been here a short while but as I continue to build relationships with students, I believe the difference I could make will be greater.*
- *We each bring something different to the team.*
- *Growth, change and academic success.*
- *I feel that the boys benefit from the work I deliver*
- *I work nights so don't see individuals that often but I do feel my contribution is positive. Different roles have different visibility and contact with the boys and other staff, but every role is essential in the overall running of the service – we couldn't operate our model without our waking night colleagues.*
- *I hope that this is true*
- *I always contribute a positive approach to all as I find that is a better way nothing is a problem and as a team we will succeed*
- *I try my best to support all boys I treat them equal.*
- *I feel that I am a well-liked, respected, fun and fair member of staff.*
- *I feel I give the boys a sense of normality in an environment that shelters them from real life scenarios.*
- *I do everything I can to be a positive person in the lives of the boys*
- *I ensure we have a listening culture for boys and staff and coordinate the very best practice across our service. the results in the boys progress is very evident*

When we look at this in relation to the organisation overall and are we making and impact, 95% agree or agree strongly (the overall rating was 4.5 last year)

Neutral responses were down and 1 person disagreed

**4.4**   
average rating



*Amberleigh makes a difference to the lives of the boys*

The results to these last few sections demonstrate that you are confident in the work that we are doing as a service and can see the individual impact and contribution that you make.

There are useful comments on where we could do more....and we asked explicitly for your feedback on strengths and areas to develop:

## **The thing I think we do best for the boys is....**

These are the comments you made in response to this question:

- *Encourage positive relationships*
- *Ensuring they have the best experiences they can whilst they are with us. I think we provide safety, a lot of nurture and genuine care.*
- *Enable the staff to meet the needs of the boys on a daily basis*
- *Patience and flexibility*
- *Giving them opportunities to explore hobbies or likes and dislikes*
- *Communication and support with their daily needs*
- *Provide them with opportunities and experiences that children should have in a home environment.*
- *Give them our time and patience and build trust*
- *Know them!*
- *Give them an opportunity to move on from their past, give them opportunities that they wouldn't have had*
- *Holding boundaries and building positive relationships.*
- *Standard of care*
- *provide a high level of care, structure and routine. Containment and predictability*
- *Teach them how to play, demonstrate manners and show them that it is good to smile and have fun.*
- *Be there and be impartial*
- *Make them feel important and listened to .*
- *Unconditional positive regard. No matter the history, be that long term or short term. We start a new day / shift as an opportunity to be better, be that boy or staff.*
- *Give them the opportunity to grow and make positive choices.*
- *Tailor each day to them whether they are having a good or bad day there is something available to them and everyone is aware rather than being questioned*
- *Treating them with respect and giving them their say in their own care.*
- *Academic achievements, independent living skills and fun experiences.*
- *life skills and good education and experiences*
- *I think we do a great job in helping achieve good outcomes for the young people - through lowering their HSB risk, to the positive risk taking, the relationships we build, the quality of KW sessions we deliver, and just in general the over-all service we offer.*
- *Care, Education and Therapy all play a part in the boys journey at Amberleigh*
- *Listen to them*

- *Providing them with a safe and secure space to learn and talk through things to help assist them to make future positive choices to succeed in life.*
- *By the very fact we try and give them the safest environment possible, and making it a safe space to talk*
- *Attention and support.*
- *Listen and act*
- *Giving them a purpose*
- *The boys have so many great opportunities to get out and experience new things, such as watching live sports, going to theme parks etc.*
- *Providing opportunities in the wider community. The boys are experiencing lots of new experiences at Amberleigh such as driving range etc.*
- *Supporting them to achieve HSB work as well as working well in all areas (good lives model). We role model behaviours and achieve their areas of development*
- *Allowing them to share their views and feel their voices are listened too.*
- *View them as unique and make them feel valued members of the community*
- *Allow them to have a voice and to feel heard, giving the help and support to overcome their background but also to experience life from a child's perspective that they may not have had before.*
- *We provide care, form positive relationships and set high expectations.*
- *Care about them and tell them that they are good kids every day.*
- *Provide positive role models and improve life chances.*
- *I do feel the boys voices are heard **however, I don't feel they get acted on quickly***
- *Care for them. Make them aware of what's right and wrong. Acceptable and unacceptable*
- *Provide them opportunities*
- *Take a holistic approach and put well-being first.*
- *Give them the experiences through activities that they should have.*
- *Show them the range of options there are for what they can do in and with their lives.*
- *Helping them mature and understand actions, getting them ready for adult life*
- *Provide them with opportunities that they might not have had before Amberleigh.*
- *Encouraging them to take accountability for their actions and giving them the confidence to voice if they have any issues. Ensuring they have a say in their care through various meetings.*
- *Being me honest and making them feel valued cared for and encouraged to look ahead for their futures*
- *Promote positivity*
- *Implementing rules and boundaries is good for the boys . Care and support promoting positive outcomes helping them to achieve their goals.*
- *MDT collaboration*
- *Try to give them the love and care that they have missed out on.*
- *Provide care, routine and build positive relationships.*
- *As a company? Provide them with structure and boundaries.*
- *Showing the boys that people care and want them to do well*
- *Providing them with robust relational care so they feel loved and valued*

## The thing I think we could do better for the boys is....

We are always looking to make improvements, and you gave a lot of suggestions on things we could consider. There are lots of these of these are already within your gift/power to influence or implement through team discussion or would benefit from further discussion. These have been highlighted in yellow for managers to explore with you where they illustrate the theme.

There was a repeated theme of staff consistency on boundaries (which is common every year), and a clear wish to see less console time and more activities/ better diets. From both communities, a theme of planning for more 1:1 time and the sense of preparing them for 'reality'.

- *Have clear fixed rules to avoid variation between shifts*
- *Continuing to build the nurture and safety we are providing. I feel more support and learning for staff in relation to self-reflection and TC values would in turn help the staff manage themselves better to understand and support the boys.*
- *Enabling the boys to understand that each other have individual needs and not all rules work based on the individual and **we sometimes need to be more flexible with some rather than others***
- *Extracurricular activities consistently*
- *Having an outside space for them to use and consistency among staff*
- *Guide them*
- ***Encourage them to be more active on the holiday periods and weekends***
- *Teaching them more practical living skills for when they leave*
- *Prepare them for what is acceptable behaviour outside of our community.*
- ***Be more consistent with boundaries, which is so important for the boys and they need it to thrive. The care team seem very disjointed in doing this consistently, which leads to the boys acting out and feeling unsafe. Too many rewards are given when there has been bad behaviour, and they don't seem to be supported to own when they have done wrong, for example broken something or hurt someone.***
- *equipping the boys with more resilience skills ready for leaving, more engagement which isn't screen/media focused.*
- *supporting them to develop within independence, however this is something we are exploring and having more focus on*
- *We could spend more time teaching them manners.*
- *I think we aim for a consistent approach but with so many staff and different team approaches this is something that needs reflecting on regularly*
- ***Continuity and follow through. The boys know when we are not ready for this and capitalise. I also do not feel that we take every opportunity to process and understand their behaviour.***
- *Develop their independence in a way that supports their transition to adulthood and their life away from Amberleigh.*
- *More therapy. The therapy is delivered every day in the TC approach, and if this referred specifically to 1:1 therapy, this is individually adjusted based on need and progress. In the*

*last 2 years we have been developing the role of key workers (and education approaches) to be more integrated with the clinical team and the GLM plans.*

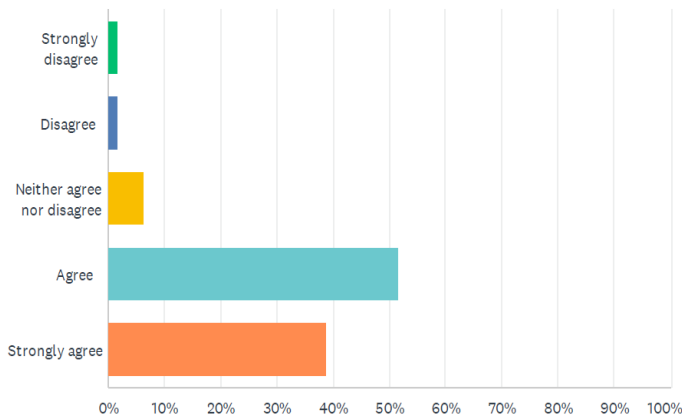
- *communication between staff so that boys have clear consistent answers as well as allowing days to run smoother with everyone on the same page with same rules*
- *ensuring consistent boundaries and rules.*
- *Meet specific SEN needs and consistency in our approach.*
- *too much media and gaming time for them*
- *I feel its more around consolidating the systems and process' we have and refining things as well as the consistency with these.*
- *Keep clear boundaries*
- *To ensure that we can have full involvement in the circumstances regarding their leaving process and their immediate living arrangements*
- *Consistency with boundaries and communication*
- *Maybe being able to give them more one to one time. Also i feel that we give them a false sense of reality when it comes to food. ie: they get all they need and more which i feel could work against them when they join the community again*
- *Nothing, I feel the boys very much have a voice with the running of Amberleigh and the care they receive*
- *Focus on the boys health*
- *I find that sometimes during the holidays that the budget for activities may not be enough for all boys. some boys get to go to theme parks etc, whilst other boys may only be left with a smaller amount of cash to do activities. So I think maybe increasing the budget or finding a middle ground on how to spend activity money fairly between them all would be useful.*
- *Struggling to answer this - the boys are at the heart of all decisions made.*
- *Be more supportive in pushing the reality of their actions.*
- *Ensuring boundaries between departments are kept or are the same, such as challenging swearing, maintaining supervision between boys not on independence with each other so conversations can be heard, as this causes frictions between relationships of boys and staff who are keeping this boundary.*
- *I don't feel I have been here long enough to answer this. They would, I'm sure, benefit from the hall being better soundproofed as this is a difficult environment to be in and not conducive to focussed work (like drama).*
- *Offer more consistency, but equally realism. They are still very sheltered under our care and I wonder how they will adapt to the "real world" when the move on.*
- *Encourage the boys to more independence.*
- *Have more flexibility to do 1:1 activities with them when they are interested in things that other boys aren't.*
- *Improve consistency of decision making.*
- *Allow the boys to be more 'teenager' boys.. now I understand the risk the boys come with but it's taking more positive risks with them.*
- *More firm boundaries. I have said this from day 1, the boys need to hear some home truths and realise that The Oaks is not a summer camp and they are there for a reason. The way*

*that this is worded and expressed would benefit from further exploration in team dynamics around the style and purpose of the intervention work we undertake.*

- *Try and work better as a team, be mindful of not over indulging the boys, and the need to keep boundaries*
- *Staff consistency.*
- *I think we do the best we can.*
- *Celebrate more holidays from different religions*
- *Work with the same boundaries across the whole team*
- *Be more equal in the opportunities they get in school. Some boys are forever going on school trips whilst others rarely have those opportunities.*
- *Maybe more 1-1 time, they don't seem to get enough*
- *Provide them with a realistic view of what to expect when they move on from Amberleigh.*
- *Helping the more independent boys to manage their money by stepping in at times e.g. not too long ago, one of the YP's spent £80 on 4 t shirts which is a lot of money to spend on t shirts alone, however as he is in control of his money staff were unaware of this until later. I feel there should be something we should implement here so we can help them save better for when they eventually leave. We also had a previous resident who spent large amounts of money on a used laptop and phone and then spent time returning them only to then get other second hand ones. I just feel as though some boys are 'careless' with their spending so this is something we can maybe work as a team to manage better?*
- *I'm not sure I think the environment, conditions, location is ideal the staff are well educated experienced and we have good leaders*
- *Awareness of real life (outside the home) actions and consequences.*
- *Preparing them more regards budgeting skills.*
- *Giving a stronger sense of the outside world/reality*
- *Educate them on how tough it can be in the real world. Bring more speakers in to educate on crime.*
- *Provide them of a sense of what real life is like outside of the organisation, in our bubble where everything is accessible except normality in age related interactions.*
- *Let them make mistakes so that can learn important life skills why they have support*
- *Continual improvement in supporting staff individually and in working across disciplines. This is complex relational work that requires ongoing maintenance*

## **Communication, Having a Voice and Raising Concerns.**

We wanted to get your feedback on the levels of communication you have in the company overall (about our work, news and sector), in your individual teams and how you feel about being heard and your confidence in raising issues. The regular staff update memos are one of the key tools we use, but also sharing email updates on other matters as they arise. Other communication is very much led by the style of management in your team – if you want something adjusted, just ask!



90% (down from 93% last year) agreed/agreed strongly that you get good information from the leadership on what is going on in the **COMPANY** overall.

‘Strongly agreed’ was down slightly and ‘agreed’ increased on last year.

7% were neutral and there was 1 respondent for each of the disagree/strongly disagree options

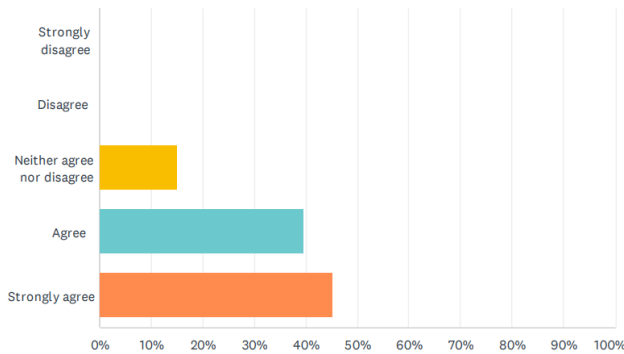
There was a strong sense of improvement in the experience of Golfa staff in recent months as we have seen changes in the leadership. This is great to hear as it has been a conscious strategy to shift the overall culture of the community – and organisational communication has been a key part of this.

#### Employee feedback on communication within the company generally

- *The directors are always clear about communicating about company and wider news.*
- *I have regular communication and updates from my line manager.*
- *I feel this area is improving dramatically... it was not so good when I started my employment.*
- *We have monthly updates.*
- *This is true with some of the leadership but is lacking with others.*
- *Always have clear communication given between education and care staff*
- *Good communication on a regular basis*
- *I feel that there is always feedback on how shift evaluations are written as well as handovers. I find this feedback extremely valuable, especially being new. Also the weekly updates (Golf) are very useful too, as sometimes it feels that there is so much going on and it can be easy to miss smaller points at times.*
- *Monthly newsletter, regular meetings and sector updates.*
- *Sometimes things may be mentioned and not followed up. Perhaps more clarity on what is happening in terms of short staff/ boys/ construction/ transition in boys moves.*
- *Always kept up to date with information.*
- *Regular opportunities for meetings/monthly newsletter*
- *Sometimes things are communicated through Chinese whispers before being communicated officially by management.*
- *I feel this has improved recently with the turn over with higher management but prior to that I felt that there was no communication writhing the tiers of staff (Golf)*
- *This has improved a lot lately*
- *I think at this moment we have great leadership which is needed and hope this will continue*
- *Through emails meeting supervisions*



- *I feel included in any proposals or changes happening within the company.*
- *This has improved greatly only the last few months and enables everyone to do better*
- *We are very publicly engaged - in care, in specialist education, in therapeutic communities, in HSB. Our service remains at the very front edge of what's happening across the different fields of practice that we intersect with*



The agreement was similar when thinking about communication in your **TEAM** at 90% (up from last year's 85%) and the % that strongly agreed increased to almost 50% this year.

Neutral responses were down, but we did have 3 staff disagree or strongly disagree

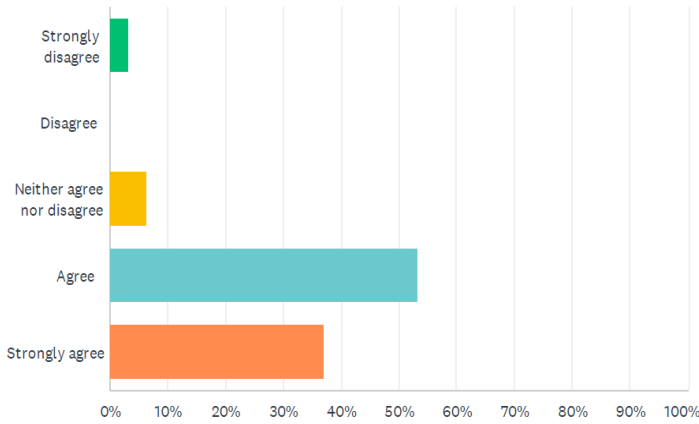
You can see that there are a range of

experiences shared in the comments.

### Employee comments on communication at TEAM level

- *I always receive clear communication about the therapy team.*
- *This is through verbal handovers.*
- *I receive lots of clear communication from Sarah and from Michelle. I am not sure what my line management structure is outside of this at this point in time. I am happy with the communication that I receive.*
- *In the majority but there are gaps.*
- *My team leader is great for keeping me up to date and informing me of changes*
- *Line manager gives very clear and team seems were on the same page*
- *Good communication*
- *Regular emails and team meetings*
- *Rarely happens. (Oaks Care Team)*
- *Although sometimes very last minute*
- *My answer would have been very different the last time this survey was done.*
- *Again massive improvement as of late*
- *Yes no issues*
- *At times*
- *I think there was one occasion where I felt that we were not informed of changes, however, I felt comfortable addressing this in a meeting and was listened to well.*
- *Communication has been good generally and improving in teams where it has needed fresh focus*

**Having Ideas, Making Suggestions and Consultation**



91% agree/strongly agree (95% last year) that they could have ideas and make suggestions and give feedback.

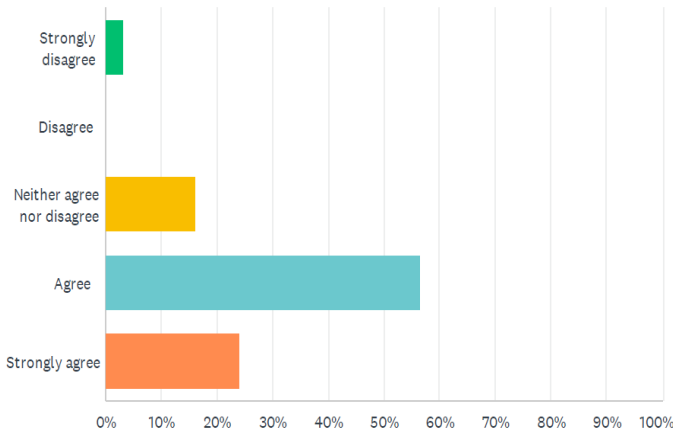
The neutral score increased slightly, and we have one person disagreeing this year

Overall, there were few comments to expand on experiences. There was no feedback from the person who responded negatively to this question.

**Employee comments on being listened to for ideas and feedback:**

- *My thoughts and ideas are always listened to.*
- *I feel my ideas and feedback is are taken on board.*
- *Mostly in team meetings.*
- *I feel bringing new ideas to the community is always welcomed.*
- *lots of chances to bring in new things especially during holidays*
- *Always feel listened to*
- *We are able to talk in our team meetings and hopefully come up with ideas*
- *I feel I'm in a position where this is expected*
- *Always encouraged to share these.*
- *Weekly meetings help with this*
- *No issues*
- *I have spoken out in supervision*
- *We are always invited to share ideas and feel they are taken seriously and actioned where possible.*
- *This has improved as well*
- *There are continued examples, both the small day to day and the bigger service development projects that everyone gets a say in*

**Consultation**



81% (down on 87% last year) of staff agreed or strongly agreed that they were consulted. The balance was more weighted to 'agree' this year.

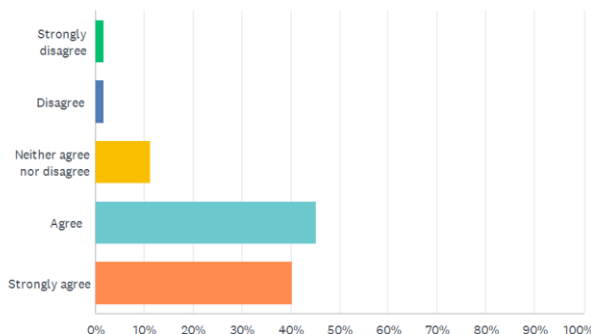
Neutral scores were increased, and we had 2 negative responses this year, it does appear that one colleague clicked the disagree options throughout the survey but all their comments are exceptionally positive (and they recommend us as a good place to work)

There were only limited comments to expand on scores...

**Employee comments on being consulted:**

- *This will take place when needed.*
- *For the majority of things.*
- *At times plans are made about the home and I am not always involved in these until later stages and my views can then cause difficulties my perspective in running the home is different from others.*
- *Being new I have only had a few meetings, but I find the supervisions very useful*
- *Sometimes not always given feedback- negative and positive. This could make you wonder where you're in terms of working well/hard enough etc*
- *I have not been here long enough to experience this*
- *Yes I feel I'm always listened to*
- *There are lots of examples - from community and team meetings, staff updates, through specific surveys and this annual opportunity.*

**Raising Concerns...**



When asked to think about your confidence in raising concerns, pleasingly 86% of you agreed/ agreed strongly (90% last year).

Neutral responses were increased, and we had 2 colleagues disagree or disagree strongly.

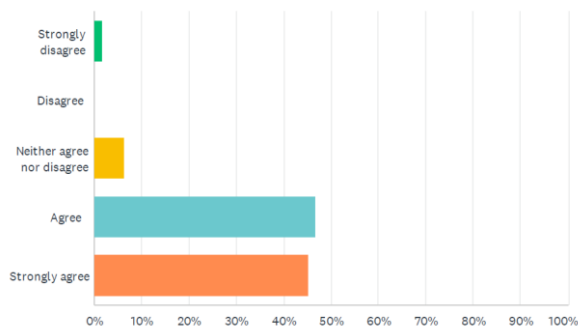
**Employee comments on being confident in raising concerns:**

- *Again, this is an area undergoing improvement.*

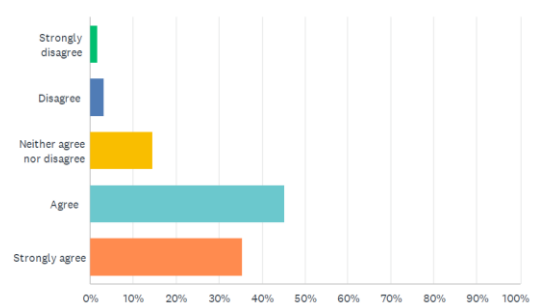
- *There is always someone for staff to talk to.*
- *Not always*
- *I have raised anything I am concerned about and have received an answer or been given the time needed*
- *I am comfortable to speak up to my line manager, if I am unhappy about something*
- *I agree, I feel majority of the times disputed or unhappy moments are often dealt with*
- *I would feel confident*
- *My line manager is very supportive.*
- *I feel happy to explain however the staff in confidence as I see can have leakage from others (Golfa Care)*
- *I have always felt I am listened to and actions followed through.*
- *My shift lead and management as always about to listen now*
- *There are levels and layers to how you can raise issues - formal and informal, to a supervisor or straight to a director*

### Line Management, Supervision, Training and Development

We asked you a lot of questions about the supervision, support and access to training and development that you receive.



*Manager demonstrates leadership to the team*



*Manager Balances practice and management tasks*

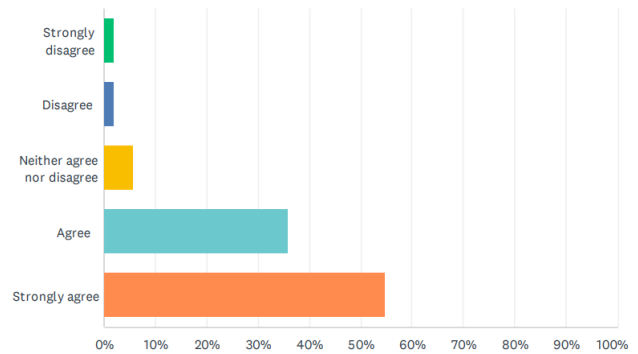
This was a section that showed a balanced picture overall:

- 92% (1 person less than last year) agreed or agreed strongly that your manager demonstrates leadership to you and to the boys.
- 81% (84% last year) felt that the balance between practice and management tasks was good.
- Neutral responses were increased – again perhaps as a result of the relative newness of some of the colleagues and we had 3 staff who gave negative scores.

**We then looked specifically at supervision and clinical supervision:**

91% (a small increase from 89% last year) agreed or agreed strongly that Line Management was a helpful space for support and feedback.

2 people disagreed (one strongly) and these are both within Golfa Care team. We would encourage each of those to make contact with HR or their department manager so we can understand their experiences more fully.



*Supervision is a helpful place for support*

**Employee comments on their experiences of line management and support:**

- *I find supervision a useful time to raise issues and questions as well as recognising my strengths within the role*
- *I always feel supported.*
- *My line manager is affective and enables me to discuss practice issues*
- *I appreciate having supervision sessions to gain clarity and have a safe space to talk*
- *Professional and always keen to help*
- *I see my line manager daily which in a way is supervision and much preferred, it saves time and I don't really have anything to say in an official supervision as things are discussed on a daily basis.*
- *This is a ongoing situation as there are many changes taking place within management*
- *I always felt fully supported by Steph... I have to see how this will be when I have supervision with Katy, as to whether she will engage and listen.*
- *I have good support systems*
- *My line manager has always been supportive and always there if I need to offload.*
- *I currently consider my line management to be Sarah through to Michelle as these are my ports in a storm. I am more than happy with the support I receive. Sarah is a phenomenal support, trainer, coach and mentor. I have also found the support and challenge offered my Michelle to be of great use and comfort since she has been present and in a position of management at Golfa. This has helped me greatly in my developmental senior process.*
- *I feel that 360 supervision feedback was gained from colleagues that didn't have good knowledge of working practices and based on minimal knowledge and understanding.*
- *Support is always available*
- *Team leader is great and I feel comfortable in talking with them about matters and trust it will only go to those necessary*
- *Supervision is an excellent way to access additional support and guidance.*
- *I have regular supervision which is supportive and effective.*
- *I feel there are lots of ways to be supported by company*
- *I feel very supported when the need arises*

- *I am happy with any contact with my line management*
- *Generally its positive and taken seriously*
- *I have had a supervision meeting with my deputy manager. And found this very useful.*
- *Supervisions have always been good*
- *Brilliant support*
- *I think shift leaders always handle shifts well, and I feel confident to ask questions when needed as I am still learning. but sometimes shifts can become quite hectic and full on depending on the dynamic between the boys so having these conversations can be quite difficult as sometimes there is no time to*
- *I feel supported*
- *I feel the support is there when you seek it. I feel the running issue is sometimes people may worry about asking*
- *My line manager is approachable*
- *Support has been brilliant and extremely important due to the nature of the role*
- *At times it can feel like line managers don't see staff or hear staff. For example asking to go to the toilet and being told no, waiting for hours to be allocated time to get a drink etc... yes our role is all about the boys however, you can't pour from an empty cup. (Care Oaks)*
- *Sometimes there are too many things that the team Leader needs to get done so they are required to be in the office for long periods of time leaving the rest of the staff to manage the boys.*
- *Variable. The idea of the therapeutic community practice is exceptional but the manner in which it is conducted is not always consistent.*
- *I don't always feel my supervision are a safe place, always worried that what I say would be spread across the teams as this has happened before*
- *Line managers are approachable. Feel supported with supervisions*
- *My TL is fantastic .*
- *Team leader is open to ideas and will chat with his team*
- *Supervision is a good space to speak about how work is affecting you*
- *Have had lots of support in my supervisions*
- *Supervision is helpful for all staff*
- *I feel that the changes to the line management approach have helped me to build my confidence and how supported I feel in my role.*
- *We have a good team*
- *These questions are directed more towards the care staff.*
- *No issues regarding this.*
- *I'm always open to any chance to expand my knowledge*
- *Feel supported*
- *My job role would not be as great without my line management.*
- *Leadership team need to be on frontline more and less by example.*
- *Feedback feels generic in the main unless a weakness is specifically being pointed out.*
- *I have many people do my supervisions and even though they are all different they have always been helpful.*

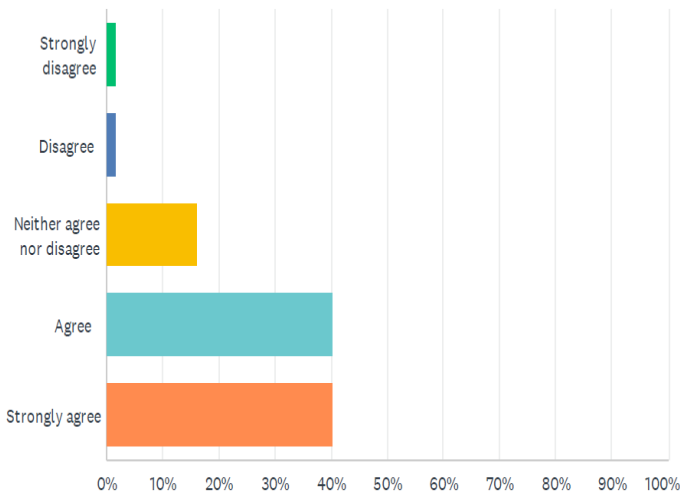
- *This is an area that has strengthened over the last year (linked to communication and direction focus in some teams). There is a very significant focus on support and staff engagement from the organisation*

**Clinical Supervision** is a staff support structure that we introduced back in 2017. It's a support that staff can access, or line managers can signpost to provide extra support and reflection when the work itself brings issues for an individual staff member.

- 94% of respondents were positive about this support – down from 98% last year
- 15 staff reported a needed to access clinical supervision over the last year and all found it valuable (up from 12 staff last year)
- 2 staff have not accessed the space but didn't value it as an option – one member of central team and one from Oaks education
- 2 staff accessed the support and did not find it helpful – both Oaks care colleagues

For staff information (and in the Training handbook) Clinical Supervision is a one-off support meeting that can be requested or suggested, outside the line management and team spaces, where individuals might process or make sense of any triggering events at work/ at home but impacting on work. It is not counselling/therapy (this might be something that is signposted as a result of the session). It is requested by staff through their line manager and delivered by a relevant person from the clinical team.

**Training, Progression, Development and CPD**



*There is a clear structure to progression.*

We have seen a lot of internal progression and development in the last 12 months, and at the same time we also have a cohort of staff who are relatively new to us.

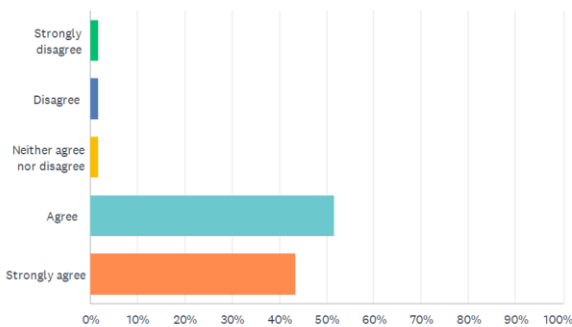
81% (down from 92% last year) of staff felt there was a good structure to progression.

Neutral ratings were much higher this year, but we had 2 colleagues who disagreed or disagreed strongly. However, these could be error responses, both the comments each made at the end of the section were very positive.

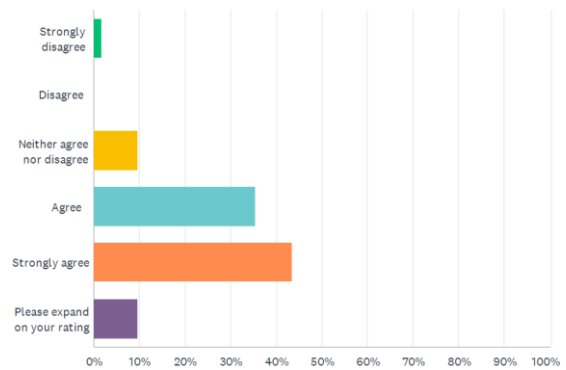
**Employee comments on progression and development opportunities:**

- *I have engaged in training relevant to my role and would like to continue with this.*

- *I have no requirement to carry out any additional training which would be beneficial to my role other than the mandatory training. (Member of central staff)*
- *There is no progression in a lot of roles, especially when it comes to pay if you are not on a pay scale. Note: 75% of staff are in roles with pay scales, but all roles are subject to progression, salary review and development through annual appraisal. Progression is based on performance not an automatic increment and this will be strengthened further for 2025.*
- *I have been able to move up the ranks*
- *I have witnessed this on many occasions since I started*
- *Since joining Amberleigh there have been numerous opportunities for development and CPD.*
- *I have noticed career development within the teams*
- *Great opportunities for CPD. Limited for progression / career development due to role. Additionally no pay progression for managers. We assume this remark relates to there being no pay scales for Management roles, but please see comment above on review and progression.*
- *Its offered and the pressure is on if you want to continue your job*
- *I agree with this as I have been treated very well and I'm very grateful of the opportunities I have been given*
- *Have been supported with various CPD over the years, also encouraged to continue my own CPD and development after many years*
- *I have been given the opportunity to attend a Makaton course*
- *I've seen this within the company*
- *I will take any opportunity to progress*
- *I am not sure what career progression there is for Night Staff*
- *Always updating various training.*
- *I have always been encouraged to take on additional training to gain additional qualifications.*
- *This is one of the organisations strengths - there are loads of different levels and types of CPD to suit different interests and learning styles. The amount of outward facing opportunities is something that I'm pleased more and more staff are engaging in*



*I have good access to training and support*



*Opportunities for developing new skills*



94% (a small decrease on last year's 92%) of staff agree or agree strongly that you have good access to a range of training, development and CPD opportunities. There were 2 negative responses

81% felt that you had opportunities to develop new knowledge and skills to help you improve in your job and help the boys.

**Employee feedback on Training:**

- *Initial training has been very useful for the role and courses have been valuable to strengthen my understanding*
- *I have completed some excellent training with the Institute of Group Analysis. I would love to continue further with this as I feel it has been the most beneficial training in my role.*
- *TCTC, peer review training*
- *All training has been to a good standard*
- *Excellent online platform where you can learn and improve your skills*
- *I feel that I do not need any other training to be able to carry out my role well. The training I would like and find interesting is more of it would be nice to have but not necessary.*
- *There is a wide range of training available, but I feel as a waking nights that there is no further career development opportunities on nights*
- *Working nights makes it more difficult to access training and development.*
- *There is a lot of training when you first start, and this can be very bombarding, with staff who have never worked in this environment before they do the training and that is it for 12 months, there needs to be some kind of refresher every so often for new staff. There also needs to be some specific training in the paperwork required on a daily basis as a lot of new staff struggle with this.*
- *still in probationary period so not really relevant*
- *good opportunities*
- *there is a lot of online training and also training sessions that we are able to attend*
- *All training has been relevant and well organised*
- *If anything there is so much training that it is hard to keep up with as well as managing day to day duties.*
- *There has been numerous occasions to access development and training opportunities within the company*
- *Training is suitable for the job role*
- *lots of training available and extra too to help inform our knowledge. very informative. Team teach was really useful*
- *brilliant training and lost of support to help gain experiences*
- *The Online and Face to Face training I have completed has been helpful*
- *All the training I do is sufficient for my role*
- *I have only been in the role a couple of months. There is lots of training to complete and it would be nice to put into practice etc some of the things learnt before going on to the next thing*

- *I feel that sometimes you have no choice as its implied you have to do it if you want to stay in your job. Some training is mandatory by regulation, in a wider sense we would expect all staff to engage in life long learning and growth, for themselves, but role modelling to, and for the benefit of the boys.*
- *I find the online training very good. I have also had an onsite safeguarding training course which was very good.*
- *Plenty of online and in-house training*
- *Lots of courses on offer*
- *I think the training courses are great, and really useful as it can help to refresh knowledge. i also find the online courses easy to use and good.*
- *There has been lots of opportunities in recent months*
- *I find the training is good. Would just prefer face to face contact*
- *I have not come across an employer who gives so much opportunity to develop own CPD and practise*
- *Training has been thorough*
- *The training is top tier, I am always learning new things and expanding my knowledge. At times it can be overwhelming with QCF, training, memory books, placement plans, keywork sessions... this is the nature of the job but due to lack of time allocations a lot of the time it can flow into home life.*
- *Training and development that is offered is useful and allows me to grow in my role.*
- *The face-to-face training is generally pretty good but the training hub courses can be so laborious and boring sometimes.*
- *Initial training is rigorous and updated regularly.*
- *I do like the bite size training we have recently been doing within the team meetings.*
- *Company provides good training.*
- *Sure there is The Training Hub, but there's not much else I can do, I am not qualified. There are lots of opportunities to engage in visits, reading, events, trying new things and these are not limited to qualified staff.*
- *training is always provided*
- *Training opportunities have been excellent*
- *I have been encouraged to take further training, go to conferences and do peer review training which has been a privilege to do.*
- *Lots of training and refreshers to ensure that I can do my job correctly*
- *The online e-learning platform feels clunky and needs some improvement, but the subjects are diverse and useful to my role*
- *Some of the modules on Training Hub aren't great or are out of date, the recent in-house training has been excellent though.*
- *Good opportunities for further training*
- *The training is limited for my role and not really required.*
- *Peer reviews, offsite training, training hub courses, requests for external training opportunities are always readily available.*
- *My training is on line and as options are presented, I will take it*

- *Plenty of training and development for all staff*
- *It would be useful to have training/progression pathways for each of the roles within the central team as is the case in care Each colleague should be discussing their individual development and training in line management supervision. Please raise this if it has not been happening.*
- *I have done peer review training and attended a peer review which was so interesting. I have attended a CofC meeting which additionally was interesting and helpful in my job role. We are very fortunate to have these opportunities.*
- *Training hub courses are boring. Mainly in-house training not enough opportunities for external unless you pay yourself. Managers set and oversee the training and development budget for their departments each year to allocate training activities based on the department and organisations needs. External events and training are either funded or part funded on an individual basis and on the needs of the service.*
- *Opportunities within the company are good, outside activities to increase your knowledge are highly encouraged*
- *Everything is available to develop in the community it is just if you want it*
- *This has been numerous and extensive and across a wide range of learning activities and approaches - training, conferences, visits, webinars, briefings, reading etc*
- *There are always training opportunities*  
*Lots of online training available*
- *The consistency in training is good however, I find online training less effective and prefer face to face*
- *Yes the more the better*
- *Everything I need is available.*
- *The opportunities are superb (especially if you are prepared to step outside your comfort zone)*
- *I have lots of opportunity to attend external events that helps me develop my knowledge and skills.*
- *Opportunities available for a variety of experience*
- *I like team teach*
- *There are opportunities and some are offered however, these may fall on your shifts meaning you cannot attend*
- *I have not experienced this yet but from talking with colleagues understand this is the case*
- *This is communicated thoroughly to enable everyone the opportunity to access external events.*

## **Employee suggestions about Training and Development:**

We asked you for your ideas and suggestions on how training and development could be strengthened even further...

Some suggestions require further exploration in teams as they may be specific to particular children or sub-teams, or they could be addressed through practitioner workshops in staff meetings.

Several of the suggestions related to areas that we already deliver either on the training calendar (which individuals might not have accessed yet) or which are delivered and revisited in team meetings to keep the content relevant to specific boys (ASD/ADHD in particular). Without understanding the specific context that some of the comments relate to we cannot respond more fully here. **Please take these issues to supervision and/or team meetings**

- *Team teach We were unsure about this comment as there are annual TT refreshers. This colleague can take additional needs to supervision if necessary.*
- *Education/living learning experience, Group work training for more staff that is available, Some staff to do lead reviewer training*
- *None at present*
- **Children with disabilities or developmental delays** *This is training that is more child specific and something we would expect to see at Team level/ in team meetings so it can be responsive to the changing groups.*
- *I have No suggestions for my department as they have all the skills required to do their job at this stage.*
- *I'm looking forward to more training in report writing.*
- **Daily paperwork and best practice. Also when is a sig, incident, PI form needed.**
- *Managing the unmanageable training for senior and team leaders*
- *I think it is all covered*
- *Possibly exploring our own styles of communication/ bias / prejudices. Self-awareness and self-reflection in more detail*
- **Functions of behaviour training and ABC behaviour analysis.**
- *Understanding autism and ADHD*
- *Safeguarding*
- **More team teach practice in the home between staff (maybe during staff meetings) to keep the confidence over the year**
- *HSB and trauma*
- *School / Role specific - careers, SENCo*
- *None think training is good enough*
- *I want to explore the development pathways for the team for them to specialise in various areas to promote their individual development but also the service.*
- *Disc Training for new managers Investigation and Disciplinary Training Courageous conversations*
- *None that I can think of at present*
- **Possibly the safeguarding process/ different stages that all staff should follow and be confident to explain**
- *QCF*
- *I am really looking forward to the Team Teach course that I am booked on next February.*
- *I think all bases are covered*
- *Can't think of any*
- *HSB, ACES*

- *self-harm, bullying, how to help someone with negative self-image, also general guidance on what can be done during settling time, and things we should look for when we have conversations with the boys*
- *Additional learning needs training for staff*
- *I feel face to face training and refreshers will be good to go through with specific up to date information*
- *Autism, ADHD, ACE's*
- *I personally would like training on The Good Lives Model This is covered in induction and then more fully as part of the annual training calendar and repeated at regular intervals. Please discuss with your line manager to clarify.*
- *Whole-team mental health training; ADHD awareness training and specified ALN sessions for all staff to understand young peoples needs.*
- *Challenging behaviours and how to deal with them. Trauma responses Adhd and asd*
- *Work around the nature of therapeutic practice.*
- *More of the bite size training for all trainings to job and stay fresh in our memory*
- *Can't think at this time.*
- *Lone working. Positive risks. I really want a face to face training session on positive risks. The policy only ever goes on about the what nots, but what about the what dos*
- *all*
- *Specialist emotional development training, ADHD training*
- *I enjoy the training and refreshers and am keen to learn*
- *Mental Health and self-harm*
- *More focus on children's mental health issues.*
- *Maybe something to do with learning about autism*
- *There isn't any training that I require for my role that i haven't already obtained.*
- *Any training will be welcome*
- *Just to update on core training when needed.*
- *Central team training*
- *None at this specific time.*
- *Alternatives to training hub*
- *With a higher influx of spectrum-based Referrals, more training around this would be ideal.*
- *Attachment training, as this help people to understand the boys better*
- *Continued focus on relational work and the dynamics of groups - this is never ending in 'live' practice settings*

## Final Feedback – Strengths and Areas for Development

This final section lists the comments and feedback that was given as suggestions for developing the service during 2024, or to capture any other comments that didn't 'fit' easily in the earlier section in this report. Some of these have been incorporated into our overall Service Development plan which we will issue in the coming days.

**What improvements have you seen in our organisation in the last year, what are our strengths?**

You provided a really broad list of strengths and things you have seen improve across the last year...

- *A positive work environment with a supportive team feeling*
- *I feel over the years directors really look after the staff - including myself. I feel we are understood and we are developed well not only as employees but as individual people.*
- *Team work across the organisation*
- *Opportunities for the boys and staff*
- *Allowing people to develop their CPD*
- *Communication and support*
- *Investment in the service.*
- *Continual development of staff*
- *Commitment to what we do is exceptionally strong. Seeing changes being made in the management structure is very encouraging.*
- *Being available for the boys that need this kind of provision. Giving the boys a safe place to live.*
- *Therapeutic care*
- *Developing the service*
- *There is always someone to offer help and advice*
- *This has been a time of change and transition in the short time I've been with the team However I have felt encouraged with how training has been conducted*
- *The huge turn around in communication, transparency and supported challenge. It feels like a safe place to work supported by appropriate training and stretch and challenge. Issues are held to account and so the finer details are sharpened.*
- *Meeting the needs of young people, supporting young people that have experienced trauma and given them a purpose.*
- *Care*
- *Flexibility in work and shifts, supportive teams, easy to contact management*
- *Communication and upskilling*
- *The offer for the young people. Availability of support for staff. Development of site and resources.*
- *Very supported and brilliant service for the boys and great education they have*
- *I feel the service listens to the staff and adapts rather than being set in its ways, a good example of this is the recent benefits survey.*
- *Growth. We are continuing to grow and improve the organisation. Creating extra rooms for more boys, more office space for staff and maintaining a high standard for both homes. Terms and conditions regularly reviewed.*
- *The company is very good at keeping staff informed*
- *I have only been in the role a couple of months, but I would say the opportunity of training.*
- *Their positive listening and understanding*

- *I had an accident at work. I am very grateful for the support Amberleigh showed me in my recovery. Amberleigh have shown me their dedication to the boys and making their lives better.*
- *Acting on feedback, clarity on everything staff need to know*
- *Catering qualifications I have gained*
- *The togetherness of everyone working for the company*
- *I think the boys are offered amazing opportunities which they may have never have been able to have previously. The therapeutic side to the home and building relationships with the boys was a lot different than I thought it may be. for example, hugging etc. but it is definitely a positive*
- *Opportunities provided for the boys*
- *I would say I'm calm and a good role model to staff and boys*
- *Staff incentives, such as bonuses throughout hard times, treats throughout the year - easter eggs etc Feels like an open door policy in regards to management and can share thoughts and feelings confidently, encouragement around CPD opportunities and support through these by line manager*
- *Offering opportunities for CPD*
- *Providing a next level service. Providing experiences and memory making. Ensuring needs of the boys are met. Training and development.*
- *During challenging times (e.g. boys dynamics/ staff changes) we work closer together to support each other.*
- *You respond quickly to any safeguarding matters. You listen to staff and we get a say in big decisions for the boys. We care about the boys*
- *Adaptability and drive to improve.*
- *I think the boys are very lucky to have the care, school and therapy on site daily so they can access this if they wish.*
- *Friendly, caring, always try my best*
- *We're a good bunch of people who want to do well for the boys. Minus 1 or 2 who will do anything to avoid doing their job. The turnover doesn't seem as fast as it was so I guess people want to work there.*
- *care team*
- *Opportunities the boys get*
- *I think the therapeutic community is our strength. Putting the wellbeing of the boys first.*
- *The communication has improved recently with Shell sending emails of what is happening etc*
- *We have a good core team that accepts new staff in with care and support*
- *A child centric approach has always been the biggest quality of the company, but I have personally felt that recently there has been an increased focus on looking after the staff.*
- *We offer help to young people that need a second chance, these young people have themselves been brought up in very poor conditions and for them to have an opportunity to stay here and for them to have a safe home environment while they develop into an adult is huge*
- *Staff are given plenty of opportunities to express any concerns and feel listened to.*

- *I feel Amberleigh's main strength is putting the views of employees at the forefront of decision making by giving them various opportunities like this survey to voice what changes they would like to see in the company etc. Another strength is that they empower the staff where possible by giving them opportunities to grow and develop within the company.*
- *Yes the strengths are the complete structure from the environment to conditions to the routine everything to do with Amberleigh*
- *Inclusiveness, Positive, staff strength*
- *Support staff promote further opportunities and progression also with the people we care for.*
- *Not too big of a management structure, meaning decisions are made more quickly*
- *Contentment in our workplace. Positive vibes.*
- *Therapeutic model*
- *Giving our young people a sense of belonging*
- *Many positive changes though at the time it felt like it was falling apart.*
- *Sector leading evidence-based work, that works. Strengthening of recruitment and retention (Gofa) and more focus on responsibility and accountability*

## Things staff suggest the organisation look into:

You will see on this list that some of the things that frustrate you or could make your work lives easier...are actually about having bolder communication on shift and in/between teams. This is not a failing – it's the very nature of organisations that these tensions can be around – we are fortunate as a TC to be open to exploring them and having the spaces to do so. **Items highlighted in Yellow are matters to take back to team meetings and dynamics spaces – you have the authority and power to make these changes yourselves.**

- ***Consistency between shifts with regards to behaviour management***
- *Modernising the rota and how changes are communicated. If the rota is changed, staff should be notified.*
- ***consistency between staff and boys***
- *None, you are doing great*
- ***I think the staff could be more aware of the importance of saving energy around both homes, they are constantly leaving lights on and windows open when rooms are not in use.***
- *Communication but this is improving*
- *I think we could do better at encouraging boys to be more aware of what their future role in society could be, preparing them for entry into the 'real' world.*
- *Boundaries and support for the boys. Its a therapeutic environment, however the boys only have therapy once a week for 45 minutes. Some of the boys need more than this at different times, especially Christmas, special occasions, or when they are due in court etc, or just simply they need more at the beginning. The frequency and availability of different types of support and direct therapy is adjusted for each boy individually both in response to their*



*individual needs but also at specific times. There is also a role for keyworkers who can access direct case guidance from therapists to support this. This colleague can take any specific concerns to their manager or team meeting.*

- *Independent steps for the boys*
- *we need to be more consistent as a staff team, all working within the same boundaries.*
- *Communication could be better at times*
- *Unity amongst the team. There still feels to be a factions mentality between teams.*
- *Independence and moving in to further education.*
- *Education*
- *Teamwork*
- *More reality preparation for boys - notice some aspects fall down upon leaving us - college, independent living, some risks - what are we missing that doesn't prepare them. Do we over support them? Maternity Pay could be more comparative to other employers.*
- *less media times and less gaming*
- *This is difficult because I'm aware of the financial implications of saying more benefits etc but never did anyone say they wouldn't take more money. I know this is already a strong area, but I feel continuing to invest in staff is important to retain good staff and keep them interested and invested rather looking for opportunities outside of the organisation. This comment was made before we had shared the details of the 2025 pay award and improved benefits.*
- *Explaining why or how we reach some decisions*
- *There is nothing that I can think of at present that needs vast improvement*
- *Including new staff into the team and to make them feel supported by their colleagues*
- *paperwork*
- *At this time I can't think of anything other than staff parking.*
- *Nothing too important that comes to mind*
- *More time for new staff to sit in and observe other teachers.*
- *not sure, everything seems fine to me*
- *Communication between departments still needs to be worked on, although improving*
- *Medication and admin*
- *Communication between departments throughout the day, to ensure information regarding boys struggles at that present time are shared - this has been improving* Pushing transition information regarding young peoples leaving to support planning for what the young person wants and a smooth transition - however this is mainly to do with local authorities sharing this information, not the company
- *Caring for the staff beyond money. To be heard without criticism. (Oaks care)*
- *Communicating expectation through whole-staff meetings might be useful instead of e-mail communication. We note that using several communication channels is helpful, email communication ensures that all staff receive the information at the same time and in the same way. This is always a balance when staff work different patterns. Any specific examples can be taken to your line manager for further discussion.*

- *Listening to staff the first time something is said rather than waiting for it to become a theme. Ensuring that the two houses have the same ethos (Oaks care)*
- *Staff retention. Pay.*
- *Communication (is getting better) Valuing the correct staff.*
- *Can't think at this time.*
- *I want a new 7 hour shift pattern. The late is wonderful, but another one would help with my personal life. The E shift makes me feel useless. By the time the boys are out, I'm gone. I enjoy being with the boys, caring for them and making things happen for them. (I have noticed certain people who will do Es just because they're the "easiest" shift but that's another conversation!*
- *school*
- **Consistency of staff**
- *I think that in the last few weeks has seen the most improvement with communication*
- *Staff retention*
- *Communication has been poor but has improved a lot recently. Praise for good work was also an area that was lacking but has changed totally.*
- *I think we are doing a lot better as of late compared to the previous months*
- **Staff need to organise more activities for the boys, they spend a lot of time in the house either watching TV or playing computer games.**
- *I think maybe sourcing newer training material which is simple, clear and quick to navigate through e.g. courses on the training hub can be quite long-winded - having to click on a robot to see information/clicking on an eraser/turning a dial, dragging numbers in boxes etc and especially now that they are time stamped. If you are a quick reader like myself it can be quite frustrating as I often find I am sitting waiting for a while before being allowed to continue with the course. I also cannot continue with any other work in the background in the meantime because the time will pause if it senses that the page is not open which can seem like a waste of time. So if this could be looked at it would be great. I appreciate the training hub is an external hub and that it is a website that majority (if not all) care organisations use for staff to complete training. We continue to feedback to the training platform. It serves an efficient purpose for some subjects but we note the limitations, which is why there is so much focus on face to face and team trainings.*
- **Supporting new staff**
- *The overall benefits package The pay award and review of terms, conditions and benefits were improved and communicated after this person had responded.*
- *Unsure at this specific time. I feel we are ticking all the boxes.*
- **Prepare young people for leaving care and support once left**
- **Enabling our young people to interact in a more natural way to provide them with the social skills to adapt to life after Amberleigh.**
- **Teamwork**
- *There have been huge recent improvements at Golfa - this shift in culture has been needed for a while and needs to be maintained as the new manager joins. It has been great to meet her ahead of starting.*

### Your final and other comments...

We gave a very open section at the end of the survey for any final thoughts, comments or reflections...

- *I feel I have been very welcomed into the community and enjoy being a part of the team*
- *I think better education to cover leading a healthy lifestyle would help our boys.*
- *I would like to thank the management for being understanding and non-judgemental. I would also like to thank again for the unwavering support I have received with regards to flexibility allowing me to attend my appointments.*
- *very good company to work for*
- *A great place to work, where I feel part of a team, who are changing the lives of the boys in our care.*
- *Overall love working for the company and it has allowed me to go on my own journey with the boys*
- *Greater links between the two sites.*
- *Maybe having an on call fee for when staff are on call, as for me it doesn't feel a day off as tend to be waiting around to called in.*
- *Work avoidance is beginning to wind me up. People having opportunities to get stuff done but either not choosing to do them or just not having the mental skills to think "right, the boys are settled and supervised, let's do some laundry, let's do some kitchen cleaning etc" This is exactly the sort of issue to take to team meetings and dynamics spaces.*
- *No I enjoy working for Amberleigh I feel it's a good place and company. It treats staff fair helping them to achieve their best potential.*
- *Thank you to all the management that have held the company together and worked to support staff to make the place better to work and do our jobs better*
- *The opportunities that are created and accessed for the boys by the staff are really amazing to see.*

### What happens next?

Firstly, you need some time to digest and absorb the detail.... And here are a few prompting questions to assist in reflection:

- *Is it what you were expecting or are there any surprises (positive or negative)?*
- *Do your views fit with the majority experience?*
- *If not, why might this be and in what ways do they differ?*
- *What discussions arise in your thinking or team discussions where we see completely opposite feedback responses to a question?*

There are bound to be strong 'responses' to some of the content that you disagree with, or you feel is unfair – it's always useful to reflect on why you get a strong reaction – these are the perfect discussions for staff dynamics.

Please try to remember that:

1. All behaviour is communication, so even as adults, some people might use the survey as an opportunity to act out feelings they are not managing in other more appropriate ways and spaces – this is a natural process in groups, but often they can express something that is there in the unconscious for others.
2. We don't get everything right all the time – how could we!? It's important to think about how we learn together both building on strengths but also developing further.

**If anyone has any particular or specific questions that we can answer, then please raise these with us.**

As always, you see Directors round and about the place and you can also email us directly - we always remain open to hearing your views and experiences. Thank you all for taking the time to share your thoughts, experiences and views, we really appreciate it, and it is reassuring that overall and overwhelmingly we seem to be doing OK in your eyes (whilst remembering you can't please all the people all the time!).

We will take some of this feedback forward into the 2025 business plan which we will share in the coming days.

Thank you.



Kevin Gallagher  
Managing Director  
On behalf of the Board, Amberleigh Care