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# INVESTORS IN PEOPLE REPORT



## Alexandra Homes (Bristol) Ltd

Presented by Dave Pegler

Investors in People Specialist

On behalf of Investors in People South of England

**Prepared Date: 8 July 2015**

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## 1. RECOMMENDATION

Having carried out the assessment process in accordance with the guidelines provided for Investors in People Specialists by Investors in People – United Kingdom Commission for Employment and Skills, the Investors in People Specialist is totally satisfied that Alexandra Homes (Bristol) Ltd meets the requirements of the Investors in People (IIP) National Standard.

Investors in People accreditation is granted indefinitely, with a proviso that an interaction is undertaken within 18 months of accreditation and a full assessment takes place no greater than 3 years apart. Assessments can be undertaken at any time and more frequent assessments are recommended to maintain levels of good practice and continuous improvement.

## 2. EXECUTIVE SUMMARY

I am pleased to communicate that this latest Investors in People assessment confirms that Alexandra Homes continues to meet the Standard for Investors in People. All six additional evidence requirements drawn from the IIP Extended Framework have also been met.

It was a real pleasure to assess Alexandra Homes for the first time and I wish to congratulate everyone on this well-deserved and well-earned IIP re-accreditation.

It was clear from the interviews that everyone has a huge passion for what they are trying to achieve and are totally focused and committed in realising the aims and quality objectives of Alexandra Homes. Clearly the residents are at the heart of everything and there is an uncompromising focus on achieving the highest levels of support and care.

There is a very strong people focused culture in the organisation. People feel very much part of Alexandra Homes and consider it to be a 'very welcoming and rewarding place to work'. In addition, people feel recognised and valued for the work they do. There is a strong team working ethic where people take ownership and responsibility, and as a result feel empowered to take decisions and make improvements.

Alexandra Homes employees are totally committed, and they seek and achieve a high level of pride in what is being achieved and in the difference they can make to people's lives.

This people culture has been built around rigorous business, quality monitoring and human resource processes, a strong commitment to learning and development and a very positive and open management style. I am convinced that much of what I witnessed and heard about represents best practice in similar organisations.

There is a strong belief that Alexandra Homes is a good and caring employer, and 'a great place to work'. People feel this way because of the supportive management culture, the opportunity to learn and progress, the strong team working and the friendly and welcoming environment.

Considered strengths and good practice include:-

- Focused and well understood Mission, Aims and Quality Objectives which are 'lived' and 'breathed' on an everyday basis.
- Development of SMART annual Home Improvement Plans for each home.
- A home management structure that is well resourced and provides good levels of cover and progression opportunity.

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- Strong and genuine commitment to staff learning and development with lots of 'stand out' practice aligned to organisational aims. The City and Guilds training centre status and use of Level 2 and 3 Diplomas is good practice.
- Strong and rigorously applied recruitment and selection process that has improved recruitment decision making.
- Structured and supportive induction, and review through the probationary period including valued approach to mentoring.
- Highly committed approach to robust people management processes that includes the annual appraisal and regular supervision.
- Strong communications with the Friday cascade process and Key Team Meetings particular highlights.
- Comprehensive and well communicated Resident Support Plans; recently improved with more structured internal review and inclusion of behaviour scale monitoring.
- Rigorously applied Quality Monitoring and Management Review process and culture that now includes Deputy Manager, Programme Manager and Team Manager Audits in opposite homes and shifts.
- Proactive surveying of family and friends, visiting professionals and staff as a basis for supporting ongoing continuous improvement.

There are no key or repetitive issues arising from this latest IIP Assessment. However a number of potential development areas and suggestions for improvement are outlined in Section 4 – Page 13. The suggestions result from both the outcomes of the staff interviews and good practice that the assessor has witnessed in similar organisations. The suggestions include:-

- Potential for developing a set of Values and a Resident Charter type document for Alexandra Homes.
- Benefiting by increasing the involvement of people in the development and implementation of Home Improvement Plans.
- Sharpening the outcomes of annual appraisals with a SMART objective setting template and structured Personal Development Plan.
- Suggestions for additional ways to identify and plan learning and development needs, and the potential benefit of using individual Learning Logs.
- Use of Learning Champions to provide 'shop floor' input into future training strategies, action planning and evaluation.
- Developing more explicit Leadership and Management Capabilities and the consideration of broader management development options.
- Exploring additional ways through which recognition and value can be demonstrated.
- Use of a more generic Staff Satisfaction Survey and suggestion for a Professional visit feedback process.

There is no doubt in my mind that Alexandra Homes can face the future with confidence and from a base of good leadership, focused managers and a skilled, flexible, motivated and committed staff team. I am convinced that this combination will prove to be a formidable team in taking Alexandra Homes to the next stage of its development and growth, and to face future challenges that will no doubt lie on the horizon.

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I very much hope that this IIP assessment report and the outcomes of the Improvement Planning Meeting (IPM) are of value and will support future business aspirations and continuous improvement activities. I am more than happy to be contacted if there are any questions arising from this report.

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### 3. STRENGTHS AND GOOD PRACTICE ALIGNED TO ALEXANDRA HOMES KEY FOCUS AREAS

The key focus areas agreed for this assessment were as follows:-

1. Provide feedback on the extent to which leadership, planning, people management and staff motivation focus on quality of service and Alexandra Homes Mission, Ethos and Aims.
2. Provide feedback on the extent to which that staff recruitment, induction and training builds capability to deliver desired quality of service and focus on Alexandra Aims.
3. Provide feedback on the extent to which Alexandra Homes embraces ongoing continuous improvement and how staff are involved and engaged in activities.

1. Provide feedback on the extent to which leadership, planning, people management and staff motivation focus on quality of service and Alexandra Homes Mission, Ethos and Aims.		
Including feedback against the following additional evidence requirements:-		
1.23	People believe the core values are at the heart of the way the organisation operates.	✓
7.16	People can confirm that they are committed to the success of the organisation	✓

#### **Strengths and Good Practice**

- The directors are very clear about Alexandra Homes Mission, Ethos and Aims and the quality of service expected. Their inclusion in the well circulated and displayed Statement of Purpose is good practice and constantly reminds everyone what Alexandra Homes is striving to achieve. The Quality Objective statement, also included in the Statement of Purpose, provides a concise statement of rights that residents can expect.
- Throughout the assessment people demonstrated a strong understanding of what is expected and how their work aligns to providing a high quality service.

*“It’s all about helping residents to get the best out of their lives, be as independent as possible and achieve their goals”*

*“We want to provide a safe, positive and friendly environment, and give opportunities for residents to develop their interests”*

*“We want residents to make memories and help them to develop life skills and to be as independent as possible”*

*“Goal setting is given a bid focus. Supporting residents to make little steps is what we try to do on an everyday basis”*

*“We work hard to show compassion and provide the positivity and support to make the good days more and the bad days less”*

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- Interview evidence shows that staff are totally committed and to have a strong sense of pride in ensuring that residents have a positive experience and that quality is at the centre of the culture.
 

*“I care about residents and helping them to make progress. It’s a really nice feeling when they achieve their goals”*

*“There is a massive sense of pride when residents do something better than before; fabulous feeling”*

*“Little achievements make it all worthwhile”*

*“I’m proud of the way we support residents and to help them to become more independent. Its feels good to help them to sit back and see what they have achieved”*
- In particular I heard about a real will to support residents in accessing some learning activity and people talked enthusiastically many examples such as college courses, art classes and language courses etc. Clearly resident life style learning is at the centre of everyday activity and staff talked about the importance of learning from such activities such as shopping, cooking and cleaning etc. I heard about a great example where residents had been strawberry picking and had come back and made strawberry jam.
- I also heard about a real will and commitment to support residents in considering and undertaking a wide range of social activities. Examples mentioned included holidays, day trips and participation in sporting activities. It was also great to hear how some team members had introduced their hobbies to residents and how this was enhancing the resident experience; examples included horse riding and fishing.
- I was impressed about the seriousness taken to home planning and the comprehensive Annual Improvement Plans for each home certainly appear to serve the organisation well. The structure embracing ‘staffing, building and environment’, ‘policy’ and ‘organisation and administration’ looks good practice. Certainly people were positive about the open, participative and involving culture in developing and implementing future strategies and actions.
 

*“I always feel directors and service managers are good at communicating ambitions and goals”*

*“There is lots of opportunity and encouragement to input into planning and budgetary activities”*
- There is no doubt that the director and line manager structure results in clear accountability and responsibility. The new appointment of Deputy Managers for each home is providing improved levels of support for both residents and staff, and is supporting quality of service and resident service objectives. The new roles were also said to be effectively supporting the increased workload demands and focusing on continuous improvement.
 

*“We are working closely together to further improve support and consistency across the homes”*

*“Parents have said they have noticed a real behavioural change and that the change has made a real difference. Amazing feedback”*

I understand that the new Deputy Managers have increased the structure and rigour of Resident Support Plans. The practice of devoting each Wednesday to meet residents on a ‘face to face’ basis and review and update Support Plans is seen to be very much supporting quality and resident support needs. The new Behaviours Scale and Action Plan for each resident are seen as valuable enhancements and are shared with Support Workers.

*“The new style Support Plans is the responsibility of Deputy Managers but we always have input into them and see the updated documents”*

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*“The new Behaviour Scale is a good move forward and gives an additional insight into how to improve the support to residents”*

- Within the homes the well-established team management structure, support worker resourcing and allocation are seen to be effective and successful in supporting residents and achieving desired quality of service. The ‘seniors’ structure of Team Manager, Assistant Team Manager, Team Leader and Relief Team Leader for each shift in each home results in clarity of responsibility, strong cover arrangements and progression opportunities. The directors are proud that staff levels are such that good cover is available and has meant that Alexandra Homes have not needed to use agency staff since the company’s launch eleven years ago.

*“We are always resourced well and this ensures good cover and that residents have access to the support and activities they expect”*

*“I think the structure has been improved massively. We are better at matching the right people to the right jobs”*

- Everyone was also positive about the well-established shift pattern and in how it supports both the continuity of resident support and staff wellbeing. Strong resourcing and everyday flexibility are clearly strengths that offset the long shifts that people work. People also spoke positively about the shift handover process and the strong communications that clearly support effective continuity of resident support and quality of service.

*“The shift arrangements work well. There is lots of flexibility to take time out and the two and half day weekend is a big benefit”*

- Everyday communications were said to be extremely effective and support key quality and service objectives. In particular the Friday meeting structure and resulting cascade of information is seen as valuable in keeping everyone informed and updated, i.e. 8:30am SMT, 9:30 Deputy Managers and Programme Managers, 11:30 Team Managers and 1:00 Key Team Meetings.

*“I always feel I get to know what is happening. Communications are spot on and everything is openly talked through”*

*“We have strict agendas, and residents and staff issues and support are always at the centre of discussions and decision making”*

*“There has been a big improvement in communications in the recent past”*

- The Key Team structure and cross shift meetings were said to be particularly effective in ensuring continuity of support across the shifts with a key focus on individual residents. The presence of at least one ‘senior’ at the meetings looks good practice.

*“The meetings work well and are most certainly resident centred. We give good time to discussing residents and their support and progress; what is working well and what not so well”*

*“We always talk over our named residents and the progress against their goals. The team approach means they do not get reliant on one person. That’s good for them”*

- The start of shift morning meetings were said to be effective in communicating any relevant information and issues, and in planning the day ahead so that everyone is clear what is expected.

*“The meetings are always useful and work well. We get to know any overnight issues and our activity schedule for the day in front of us”*

*“Recognising best fit of staff to residents’ works well but there is always a good spread of activities for*

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us”

- Finally in this section some feedback around the leadership and management culture at Alexandra Homes. Throughout the assessment interviews everyone was positive about the culture and support provided by directors, and senior and line managers. People spoke of an open, trusting and respectful environment in which staff felt that they receive feedback on their performance and are valued for their contribution. Staff see directors and senior managers as having a strong desire to ensure the very best levels of quality and resident care, and instil a genuine caring and supportive culture for staff. Directors and senior managers are seen as ‘hands on’ and role models in interacting with residents, and their family members and other stakeholders.

Typical manager comments:-

*“I want to develop and empower people to take responsibility and initiative but step in and support when needed”*

*“It’s all about setting the right values and leading by example to both residents and staff. Mucking in and getting your hands dirty is absolutely essential”*

*“I want to be hands on, feel the atmosphere and find out what the issues are”*

Typical staff comments:-

*“There is a good open culture; directors are interested and close to the action; and managers are always available, approachable and willing to support you when needed”*

*“Xxxx is down to earth, a good team member and totally committed to the residents and the service we provide. Best manager I’ve had, fantastic support; like a rock for me”*

*“This a very open and transparent company; it’s always easy to get the support you need”*

*“Xxxx is a great manager, always organised and fair. Xxxx is a real role model in interacting with residents, I’ve learned so much from xxx”*

*“Xxxx has always got time for residents and the team; is approachable and a good listener. Xxxx is an excellent organiser and gets things done”*

Interview evidence suggests that staff do feel recognised and valued for their contribution. People talked about a strong culture of thanks and praise on an everyday basis, and the use of meetings and newsletters were said to acknowledge achievements and success stories. Occasional Special Recognition Vouchers, Christmas Presents and job progression opportunities are all seen to add to the sense of recognition and value.

*“Directors and managers are good at passing on praise when they are pleased. It feels good”*

*“Internal job progression is definitely recognition of your performance and contribution”*

*“Good appraisal and supervision achievements and progress is always acknowledged by directors”*



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2. Provide feedback on the extent to which that staff recruitment, induction and training builds capability to deliver desired quality of service and focus on Alexandra Aims.		
Including feedback against the following additional evidence requirements:-		
2.12	People can confirm that their learning and development is planned to build their future capability to contribute to achieving the organisation’s vision.	✓
3.11	Top managers can describe how the organisation’s recruitment and selection strategies are linked to its business strategy and are designed to make sure there is a talented and diverse workforce that is able to achieve the organisation’s vision.	✓

**Strengths and Good Practice**

- I was impressed by the overall strength and robust nature of the Alexandra Homes external recruitment process and practices. I had the opportunity to examine the documentation and hear from recruiting managers and new starters and clearly the company works hard to recruit the right people. Good practice includes the strong Job Descriptions, Employee Specification and Assessment Questionnaire all of which demonstrate a clear and realistic picture of the role being advertised, the challenging nature of the work and the expected shift pattern and hours of work. The use of a bespoke Application Form, telephone discussion and rigorous short listing and interview process are all considered good practice. I understand that this more values based process has significantly improved the recruitment process and its robust application is resulting in better selection decisions.

*“We have improved our process massively, it is a much more robust process and we feel we are much better equipped to recruit the right people for our service”*

*“I think we are much better at recruiting the right people. We are recruiting good calibre people with a broader skill set”*

*“I was really impressed with the recruitment system. It was clear that they make sure potential employees are clear on what is expected and the challenges that will be faced”*

- Interview evidence suggests that new starter induction is comprehensive and initial training and support was said to provide a good grounding into the processes and practices to be used. The initial two week training period for Support Workers clearly embraces much good practice and enables people to shadow and observe across both teams. Other good practice mentioned includes the allocation of a mentor, a wide range of learning via DVD, the opportunity to read various handbooks, policies and importantly Resident Support Plans and the Blue Files.

*“The initial induction was everything that I could have wanted. The programme was fully explained and planned, and I was clear of what was expected. I was really nervous but everyone was very kind and supportive”*

*“Good time was made available to properly read and learn about the policies and processes to be followed. The mentor arrangement was really valuable and helped me to be comfortable and gain confidence”*

*“The BVS DVDs were great, some the best learning that I’ve done”*

- The ongoing review during the formal three month probationary period looks robust and professionally managed. The rating of progress against fixed criteria by new starters, and their supervisor and manager at 4, 8 and 12 weeks is good practice and new starters were positive about the support and feedback afforded by the review process.

*“I received ongoing valuable feedback during the probationary period, both formally and during every*

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*day work”*

*“I could not have wanted more training and support; there was just so much available. Everything was great”*

*“Activities were allocated to help me to quickly gain experience”*

- Interview evidence suggests that Alexandra Homes continues to demonstrate a strong and genuine commitment to staff learning and development and this was constantly reinforced through the interviews. It is clear that the training offer has evolved over time and many people acknowledged the improvement that has been made. Considered good practice is how named directors and senior managers lead of specific topic areas and training providers, and how the Home Improvement Plans are used to shape focus for the year ahead.

*“We have expanded the training programme, it’s more professional and includes more coaching and mentoring”*

*“The breadth and quality of training is impressive and good time is made available to undertake it”*

*“I always feel training is relevant to our needs and always aligned to supporting residents and quality of service in some way”*

- Good practice is Alexandra’s status as a registered City & Guilds training centre for delivering Health and Social Care Diplomas. The expectation that all Support Workers will work towards a Level 2 Diploma and all seniors and programme managers will progress to a Level 3 Diploma is a credit to the company. Being a registered centre clearly allows Alexandra Homes greater control of the quality of training and assessment, and the training of internal assessors provides an additional learning opportunity.
- People spoke positively about the training undertaken and the benefits achieved. Good practice includes the internally delivered NAPPI – Level 1, use of Redcrier and NCC workbooks and the Boots on-line training.

*“The NAPPI was a great refresher and covered lots of approaches to keep you safe”*

*“I really enjoy undertaking the Redcrier Workbooks, it a good way to learn and works for me”*

*“I have learned so much about conditions associated with Aspergers”*

- People talked enthusiastically about the opportunity for more informal learning and how it supported gaining of experience and developing skills. For example:-
  - Learning from visiting clinicians and professionals, i.e. British Autistic Society, Professional Supervision Specialist, Sexuality and Relationship Tutor, Social Workers etc.
  - Feedback on report writing from manager.
  - Briefing on new Resident Support Plans and use of Behaviour Scale.
  - Director briefing on good practice Supervision.
  - Coaching and mentoring of new Deputy Managers.

*“You learn so much from your involvement with professionals, it’s so valuable”*

*“Xxxx reads all reports and gives good feedback. My report writing has really improved”*

*“The opportunity to shadow appraisals and supervision has really been worthwhile and has helped me to develop my approach and gain confidence”*

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- Evidence from the assessment suggests that the well-established annual staff appraisals continue to deliver benefits for both the company and individuals. There is a strong commitment from the top and clearly the process is taken seriously with the senior director reviewing all completed appraisals and providing feedback.

*“The process is quite long but does get you reflecting on the past year and what has gone well and not so well”*

*“We have used the session to talk about future progression opportunities and what I need to do to strengthen my experience”*

*“The appraisal works well. We agree goals to work on and how progress will be followed up at supervision sessions”*

- Everyone talked positively about the benefits of regular Supervision sessions during the year. As with appraisals, there is clearly a big top level commitment and importance attached to supervision sessions. Again, I was impressed that the senior director reads all completed Supervision Reports.

*“Xxxx is very hot on Supervision; Xxxx reads every report and provides feedback”*

*“Supervision is always taken seriously. We talk through progress against goals, resident activities and any issues. It’s a good opportunity to offload in a confidential environment and is never a moaning or box ticking session”*

*“Meetings are always useful, positive and productive. You are able to speak openly, and they routinely provide good advice and things to work on”*

*“It’s good to have Supervision from different seniors; it provides different perspectives on your work”*

- The practice of recruiting people as Support Workers and then proactively providing the opportunity and encouragement to progress is proven practice at Alexandra Homes. I met many people who had progressed to Relief Team Leader, Team Leader, Assistant Team Manager, Team Manager, Deputy Manager or Programme Manager. Good practice is that the role structure allows for progression and the opportunity is clearly grasped by many people wishing to step up.

*“We want to bring people in as Support Workers and give them opportunity to perform, develop and progress”*

*“If you perform and demonstrate the right attitude and motivation the opportunity is there. It’s up to you”*

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Provide feedback on the extent to which Alexandra Homes embraces ongoing continuous improvement and how staff are involved and engaged in activities.		
Including feedback against the following additional evidence requirements:-		
7.11	Managers can give examples of how they have created an environment where people aim for continuous improvement and openly challenge the way the organisation works to improve performance.	✓
10.15	People believe that the organisation is a great place to work as a result of ongoing improvements made to the way they are managed and developed.	✓

**Strengths and Good Practice**

- Assessment evidence suggests that Alexandra Homes place big importance and a key focus on continuous improvement. There was continual mention of the Quality Monitoring and Management Review processes covering a wide range of audits and reviews during the course of the year. On the ground people talked about how the Alexandra Homes management were always open to new ideas, changes and continuous improvement.

*“I always feel that the company is innovative and forward thinking and is certainly open to new ideas”*  
*“I love the job. There is lots of room to take initiative and ownership, and make improvements. It’s not institutionalised at all.”*  
*“I think we are open to change and move with the times”*
- I understand there is continual analysis of the Complaints, Incidents and Notification Reports raised by the teams. Good practice is that trends are discussed at director and manager meetings and action points progressed as required.

*“Intervention Reports, Inappropriate Behaviour Reports and Incident Forms are all taken seriously and followed up”*
- Considered good practice is that Deputy Managers and Programme Managers are required to undertake a Monthly Check of the opposite home and this covers a range of resident and staff support processes and plans, i.e. Support Plan Review, Supervision undertaken etc. I also understand that Team Managers undertake a monthly Quality Audit on their opposite shift and again these were seen to be valuable and to support continuous improvement.

*“The monthly checks are worthwhile and keep us on our toes. It’s also very much seen as learning from your peers”*
- The last section of this report covered the value attached to annual Appraisals and regular formal Supervision sessions, and the practice and culture clearly supports continuous improvement. Additional good practice is the regular observation of Support Workers when undertaking activities with residents. People spoke of the positive way in which these take place and the value of the feedback. I understand the feedback and actions are proactively tracked at subsequent Supervision sessions.

*“Feedback after observations is always well structured and useful in reflecting about your practice and how to improve”*
- Outside of the Friday meeting structure mentioned earlier in this report it is evident that other regular meetings are seen as beneficial and clearly support continuous improvement. Those mentioned

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included the monthly Directors Meetings, the new Monday Managers Meetings and the regular Home Team Meetings.

*“There is great free flow discussion at the managers meetings and it’s like group Supervision. We have good discussion on how to improve the service and the resident experience”*

*“Team Meeting are always valuable. We often brainstorm what is working well and what not so well.”*

- I was impressed about the extent to which Alexandra Homes secure feedback via annual survey questionnaires and how feedback is formally analysed with action areas feeding into the annual Home Improvement Plans. Surveys include those for parents and relatives, visiting professionals and staff satisfaction with training. I also understand that the quarterly Family Support Group Meetings are used to encourage feedback from parents, relatives and friends, and again this is used to continuously improve the service.

*“We really want parents and relatives to share any concerns and support us to continually improve what we do for residents. The meetings are really worthwhile”*

- The assessment also revealed that Alexandra Homes are proactive in considering feedback and taking forward improvements from external audits such as those by CQC, Local Authorities and City and Guilds.
- People believe that Alexandra Homes is ‘a great place to work’. I asked everyone to rate Alexandra Homes as a great place to work on a scale of 0 to 10 (10 is highest). The average score for everyone was 9.0 with range from 8 to 10. This is impressive score and it is one of the highest I have had when asking this question in my IIP assessment assignments. People said it was a ‘great place to work’ because of the open people centred management culture, the opportunity to learn and progress, the strong teamworking ethic, the friendly and welcoming environment and the strong sense of pride and job satisfaction that people feel. Some typical comments in support of this included:-

*“This is the best place I’ve worked at and I’ve had a few jobs. The company is innovative and forward thinking, everyone is listened to and changes are made quickly”*

*“The job has well exceeded my expectation. Great all round support in a challenging environment but I love it”*

*“I came with no relevant experience and it’s been a great opportunity to learn and progress. The team working is brilliant and you always know there is someone to support you when needed. You never feel on your own”*

*“I love the job and the job satisfaction that comes along with it. I feel valued from above and the small differences that you can make, make it all worthwhile; like a resident’s smile”*

*“I would recommend Alexandra Homes as an employer and as a home for a vulnerable adult. I would have no hesitation in using the home for a family member”*

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#### 4. POTENTIAL DEVELOPMENT AREAS

- **Company Values**

Alexandra Homes sets clear exception through its Statement of Purpose that includes 'Our Ethos' and 'Our Aims' and this underpins ways of working and demonstrates professionalism.

It would be worth developing a set of Company Values and communicating these to stakeholders including families and friends, visiting professionals, funding commissioners and staff.

Communicating your Values through a graphical representation can be quite effective and the link below provides some ideas to consider.

[http://www.google.co.uk/search?q=vision+mission+values&hl=en&rlz=1W1SKPT\\_en&biw=1162&bih=777&prmd=ivns&tbm=isch&tbo=u&source=univ&sa=X&ei=h6n5TdrWEJG0hAfcl\\_WVAw&sqi=2&ved=0CDsQsAQ](http://www.google.co.uk/search?q=vision+mission+values&hl=en&rlz=1W1SKPT_en&biw=1162&bih=777&prmd=ivns&tbm=isch&tbo=u&source=univ&sa=X&ei=h6n5TdrWEJG0hAfcl_WVAw&sqi=2&ved=0CDsQsAQ)

- **Resident Charter**

The Resident Guides and Quality Objectives fully define the levels of care, support and rights that residents can expect. There may be some benefit of pulling together some kind of Resident Charter or Resident Pledge type document that provides a concise insight into how Alexandra Homes will strive to meet resident expectations. This would be useful from an internal perspective but would be a key document to reinforce your commitment to family and friends, funders and staff. It could be a valuable addition to your web site. Some ideas can be gained through the link below.

[https://www.google.co.uk/search?q=customer+client++charter&biw=1777&bih=829&tbm=isch&tbo=u&source=univ&sa=X&ei=jAKFVeXfK4KsUbfAg\\_AD&ved=0CDMQsAQ](https://www.google.co.uk/search?q=customer+client++charter&biw=1777&bih=829&tbm=isch&tbo=u&source=univ&sa=X&ei=jAKFVeXfK4KsUbfAg_AD&ved=0CDMQsAQ)

- **Home Planning**

The development of your SMART Annual Home Improvement Plans is good practice and clearly serves the organisation well.

Getting more people involved in home planning is worth considering and in doing so would strengthen the links between the top level strategies and actions, and individual goal setting in the Appraisal process.

More involvement of Support Workers could also add additional focus going forward, support continuous improvement and increase the sense of involvement that people feel. The use of tools such as SWOT would be good practice and a good starting point for discussions.

When we meet for the IPM I will bring along an alternate SMART planning template for you to consider.

- **Appraisal Process**

People were positive about the annual Appraisal process and the system clearly serves the business and staff well. In moving forward and in support of continuous improvement the following developments are worth considering:-

- Integration of SMART goal setting as part of the process and using a structured template.
- Use of an individual Personal Development Plan as a key outcome of the appraisal.
- Inclusion of a prompt to encourage upwards feedback to line manager. You could consider potential for - *What do you want your manager to 'start doing / stop doing', 'more of / less of'.*

We can talk through potential changes at the IPM and I will bring along some templates to consider.

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- **Enhancing the Identification of Team & Individual Learning Needs**

- **Team Skills Matrices**

Developing Team Skills Matrices may be beneficial in identifying and planning team development needs. These can be useful in assessing overall team skills, and highlighting any skill gaps or flexibility limitations. It would be worth exploring how these could be rolled out in teams, and how team meetings could use them to further identify and plan needs.

- **Team Training Needs Analysis Tools**

Training Needs Analysis tools aligned to key team activity areas may also be worth considering as an additional means of assessing and identifying individual development needs.

- **Learning Styles**

Good practice would be to raise the awareness of how the identification of individual learning styles can support the planning of learning and development. As such providing guidance on learning style principles, questionnaires and modules is worthy of consideration. I have seen good practice where learning styles is routinely considered at new starter induction, through prompts in appraisals and during management development programmes.

- **Use of Personal Learning Logs**

Accepted good practice that yields proven benefits is the use of Personal Learning Logs and this is something to consider at Alexandra Homes. In addition to providing a record of training a well-structured Personal Learning Log will encourage individuals to reflect on what has been learned, how they will use the learning in practice, and longer term what has been the benefit and impact of the learning.

- **Use of Learning Champions**

I have seen some good practice in a multi care home organisation where Learning Champions have been appointed and come together to provide 'shop floor' input into training strategies and action planning. This would be worth considering and we can talk further about this at the IPM.

- **Internal Team Manager and 'Senior' Recruitment**

When team manager and senior vacancies occur good practice would be to undertake a transparent internal recruitment process through which anyone could apply and be considered through a recruitment and selection process. I acknowledge this would lengthen the vacancy filling process but it worth considering.

- **Leadership & Management Capabilities**

Expected leadership and management capabilities are defined through the State of Purpose Values and excellent Job Descriptions.

It would be worth extracting and distilling the desired leadership and management capabilities from the range of documents that you currently have and consolidating into a one page more explicit statement. In effect '*What does a good manager look like at Alexandra Homes?*' I bring along a typical graphic of what this would like in practice.

Over time it would be worth revisiting these and considering in conjunction with the defined maturity levels in the new version of the Investors in People framework that is being launched on 1 August 2015.

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By doing this Alexandra Homes could align leadership and management capabilities to the characteristics of advanced and high performance working maturity levels.

- **Management Training**

Those taking on line management responsibilities are well served by an expectation that people will sign up to the Level 3 Health & Social Care Diploma, learn through specified Red Crier workbooks and have the support of a mentor. It is still worth considering other management skills training options; perhaps one of the ILM (Institute of Leadership & Management) accredited courses run by local FE colleges and private training providers. We can discuss more fully at the IPM.

- **Recognition and Value of Contribution**

Employees of Alexandra Homes continue to feel recognised and valued for their contribution. I recommend however that you continue to explore new ways to recognise successes and achievements and when people go above and beyond.

Worthy of consideration is some kind of Peer Recognition process where by colleagues can recognise peer support when people 'go the extra mile' (GEM awards). This may not necessarily lead to financial reward but is a good way of further enhancing your range of recognition processes. I have seen systems where people can nominate their peers and then directors can review nominations and select one or two for voucher type awards. However every nomination is openly communicated on a regular role. I can give you more information at the IPM.

There was some feedback that the Alexandra Homes Newsletters had lapsed. It would be worth considering a more frequent edition but one that is less onerous to compile.

- **Staff Satisfaction Survey**

Whilst directors have been proactive in seeking feedback from staff through a training questionnaire undertaking a more generic staff satisfaction survey on a regular basis would provide useful information in supporting ongoing continuous improvement. It would be worth repeating this on an annual basis and by keeping the same question set you will be able to benchmark your progress. You could also consider adding questions to evaluate any specific developments, i.e. structure changes, new people related processes.

- **Visiting Professional Feedback**

Visiting professionals have been encouraged to participate in an annual survey on their perceived thoughts in respect of the level of support and quality of service at Alexandra Homes. Unfortunately the response rate was very low. I have seen good practice where visiting professionals are asked to provide brief feedback at the end of each visit and in some cases I have been asked for feedback as well! This would be worth considering as a way of increasing the level of feedback from visiting professionals.

- **New Version of Investors in People Standard**

Version 6 of the Investors in People Standard will be available on 1 August 2015 and I will be able to give you an overview of expected changes at the IPM. The changes are such that I would recommend an early self-assessment to understand where Alexandra Homes are likely to sit against the new maturity levels.



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## 5. NEXT STEPS

### Improvement Planning Meeting (IPM)

We have arranged for the post assessment Improvement Planning Meeting. At this meeting we will review the report in more detail and focus in on development areas that will support Alexandra Homes ongoing continuous improvement. A key outcome of the IPM will be the development of a Continuous Improvement Action Plan. A suggested template for this is included in Section 6.

### Customer Satisfaction Questionnaire

Both the IIP Specialist and Investors in People South of England would welcome your feedback on this assessment and you will be supplied with a Client Feedback Questionnaire to complete. I would very much appreciate it if you would please complete and return the questionnaire.

### Promoting continuous improvement

We support organisations at every stage of the Investors in People journey, helping them to realise the power of their people, optimise their performance and achieve their full potential. We see Investors in People as the People Partner for sustainable people solutions.

Please contact your Account Manager Marian Moir on 07966 187533 or email [marian.moir@iipsouth.investorsinpeople.co.uk](mailto:marian.moir@iipsouth.investorsinpeople.co.uk) to find out more about how Investors in People we can help your organisation.

Alternatively contact our offices on:-

**T:** 020 7728 3456 **E:** [enquiries@IIPsouth.investorsinpeople.co.uk](mailto:enquiries@IIPsouth.investorsinpeople.co.uk)

**W:** <http://IIPsouth.investorsinpeople.co.uk>

### Investors in People Information

It would be useful to keep in contact to understand Investors in People developments.

[www.investorsinpeople.co.uk](http://www.investorsinpeople.co.uk) provides guidance on continuing to work with Investors in People and will help to keep you updated on any changes and developments. A number of interactive improvement tools and wide range of resources are available to support Alexandra Homes going forward.

Please be aware that a new version of the IIP Standard will be available from 1 August 2015. A launch conference 'Raising the Standard' will be held in Manchester on 15 September 2015. I will ensure a copy of the new version of the Standard is forwarded to you and we can use 18 month review meeting in December 2016 to review the content and identify how Alexandra Homes can benefit from its use.

### Investors in People Networking Events

In the South West regular Investors in People Club events are held and cover specific people related topic areas. Please look out for details that are circulated by email.

The next event in Bristol is on 11 November 2015 (AM) and the meeting will focus on the new version of the IIP Standard. If you are interested in joining the meeting please contact Jane Morgan (email: [jane.morgan@iipsouth.investorsinpeople.co.uk](mailto:jane.morgan@iipsouth.investorsinpeople.co.uk))

### Support from Your IIP Specialist

The costing we have agreed includes an 18 month review meeting midway through the period to your next IIP assessment in June 2018. At this meeting we can review progress and potentially identify any further support required.

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I will remain your IIP Specialist and I will keep in regular telephone and email contact with you. Please do not hesitate to contact me if you feel I can be of assistance in any way.

Dave Pegler | Investors in People Specialist | Investors in People South of England  
Tel: 07771 988433 | E Mail: david.pegler@btinternet.com

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## 6. DRAFT TEMPLATE FOR CONTINUOUS IMPROVEMENT ACTION PLAN

Area for Further Development	Action agreed	Responsibility	Date



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**Outcomes table - evidence requirements framework matrix**

<b>Core Standard</b>										
Total number of core evidence requirements assessed - 37										
Total number of core evidence requirements met - 37										
	<b>Indicators</b>									
<b>ERs</b>	<b>01</b>	<b>02</b>	<b>03</b>	<b>04</b>	<b>05</b>	<b>06</b>	<b>07</b>	<b>08</b>	<b>09</b>	<b>10</b>
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	na	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	✓	✓	✓		✓				✓	
5	na		✓						✓	
6	✓									

<b>Wider Framework</b>										
Total number of additional evidence requirements assessed - 6										
Total number of additional evidence requirements met - 6										
	<b>Indicators</b>									
<b>ERs</b>	<b>01</b>	<b>02</b>	<b>03</b>	<b>04</b>	<b>05</b>	<b>06</b>	<b>07</b>	<b>08</b>	<b>09</b>	<b>10</b>
4	Core	Core	Core		Core				Core	
5	Core		Core						Core	
6	Core									
7										
8										
9										
10										
11			✓				✓			
12		✓								
13										
14										
15										✓
16							✓			
17										
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23	✓									
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