



# Insights Assessment Report

## Anderida

Project number: 18-00930

Accreditation valid from: 06/07/2018

Assessment conducted by: Paul Cook



Investors in People  
157-197 Buckingham Palace Road,  
London, SW1W 9SP  
+44 (0) 300 303 3033

The Investors in People brand, trademarks, methodology and assets are owned by Investors in People Community Interest Company (registered in England and Wales with company registration number 10420361). The Investors in People Standard and associated products is delivered by Investors in People Community Interest Company.

©2017 The contents of this report, the Investors in People name, designs, mark and logo are protected by copyright and international trademark law. This report should be considered commercial in confidence. Investors in People Community Interest Company is recognised as the Data Controller in the context of all data relating to Investors in People.

## Contents

Acknowledgements.....	3
Executive Summary .....	4
Organisational Context.....	7
Strategy.....	8
Staff.....	8
Skills.....	8
Structure.....	8
Systems .....	8
Style .....	9
Shared Values.....	9
Anderida’s Self-diagnostic .....	10
Assessment Approach .....	11
How Anderida was assessed.....	12
Detailed Assessment Outcome .....	13
Anderida’s IIP Benchmark .....	13
Overview of online assessment results.....	14
Assessment Highlights .....	16
Indicator 1: Leading and Inspiring People .....	18
Indicator 2: Living the organisation’s values and behaviours .....	22
Indicator 3: Empowering and involving people .....	26
Indicator 4: Managing performance.....	29
Indicator 5: Recognising and rewarding high performance.....	33
Indicator 6: Structuring work.....	36
Indicator 7: Building capability.....	39
Indicator 8: Delivering continuous improvement.....	43
Indicator 9: Creating sustainable success .....	46
Implications and Recommendations.....	50
Next Steps and Key Dates .....	53
Annex 1: Assessment outcome table .....	54

## Acknowledgements

My thanks to everyone who participated in the assessment process in some way – those individuals that completed the online assessment survey; Context Meeting participants and those that came to speak to me to help me to understand how Anderida operates.

I want to particularly thank the group of people who gave me access to observe their group supervision given the sensitivity and emotional impact of elements of that session.

I would also like to thank Liv Thatcher for the time and effort she put into organising this assessment visit.

Finally, I would like to thank everyone at Anderida for the trust shown in me by the organisation's willingness to share sensitive materials with me.

## Executive Summary

Anderida is providing superior therapeutic residential child care, education and other child care related services for troubled young people and children who have EBSD. It focuses on providing places for those young people who are either at severe risk of a secure placement order or have come from this type of institution. It is also likely that the young people will be suffering from mental health issues or have suffered several failed placements.

Anderida comprises five homes based in and around Eastbourne, East Sussex plus a crisis home based in Scotland. All homes are deemed either to be 'good' or 'outstanding' by Ofsted.

The young people in Anderida's care have suffered many traumas in their lives and Anderida seeks to provide a safe environment where they can develop both physically and emotionally. The extract below is taken from a poem written by team members based on insights provided by some of the young people.

*'Understand me for given a chance I will thrive, I am still here and will always survive. I just need someone to say that in me they believe, so I can no longer feel alone, and I can strive to achieve.'*

Anderida is committed to the use of Cognitive Behavioural Therapy (CBT) and use of Non-violent resistance Frameworks (NVR), believing this therapeutic approach generates better outcomes for young people. Since NVR was introduced in 2015 only one placement has resulted in a secure order and generated many positive outcomes including improved safety / self-protection; developing and maintaining relationships including repairing within families; education attendance; improved independence, therapeutic engagement and progress.

Referrals to Anderida increased three-fold from local authorities when comparing January and February 2018 to the same period in 2017. This is in recognition of the outcomes generated through Anderida's approach.

Anderida is working with several stakeholders to further generate the evidence base for NVR interventions in this environment. It is also broadening its scope of work to increase knowledge and application of NVR by families, social workers and other institutions in the sector.

People are central to Anderida's success. The team are highly-qualified and are continuing to develop their knowledge and skill sets. Anderida has a very open and supportive culture where people are encouraged to provide their point of view, to take reasonable risk based upon sound analysis and to work collaboratively. Anderida's people are frequently challenged and have to be very resilient. This assessment has demonstrated that Anderida has several support mechanisms in place to help people to overcome these challenges, one of the most important being individual and group therapeutic supervision.

Recognition of the high demands Anderida makes of its staff is one of the reasons the business chose to begin working with the investors in People Framework in 2006 when the Standard was achieved. It has over the past twelve years used the Framework to challenge and improve its practice for the management, leadership and development of its people, achieving 'Gold' accreditation in 2015.

Several members of the wider leadership group attended the Context Meeting and self-assessed that Anderida would be 'High-performing' for eight indicators of the sixth generation Investors in People Framework and 'Advanced' for the remaining indicator. This assessment

has validated the self-assessment. This means that Anderida has achieved '**Platinum**' accreditation. This is an outstanding achievement that Anderida is encouraged to celebrate.

The evidence has demonstrated that leaders are excellent role models. Examples include but are not exclusive to demonstrating the NVR approach both internally and externally; challenging stakeholder practice felt not to be in the best interests of young people and being very inclusive.

It is an environment where decisions have to be taken quickly and where a decision can have significant impact on the safety and well-being of a young person. People are given the authorities, knowledge and skills to make effective decisions, but processes are also in place to encourage team decisions which ensures the team is collectively committed to a course of action.

The team are very aware of the impact they have on the young person but also the relationships they have with other stakeholders such as families, social workers, the police force and local communities. They work hard to establish positive relationships and to challenge prejudices.

Anderida intends to open one new home, to launch a fostering service and to further broaden use of NVR in its own work but also by the wider community over the next twelve months and beyond. The development suggestions provided within the report are supportive of these ambitions as well as aligned to helping Anderida to maintain 'Platinum' accreditation.

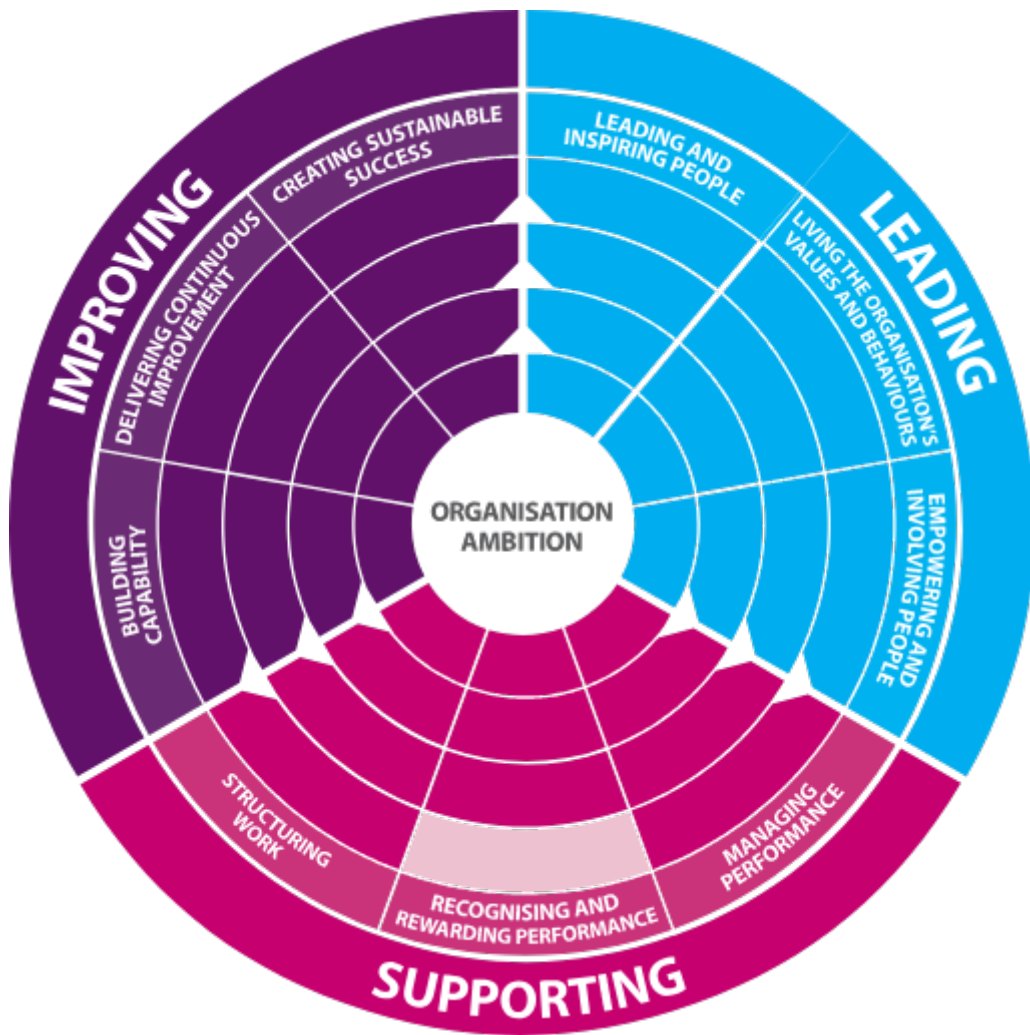
The suggestions encourage Anderida to think about how it ensures its culture is not diluted as it broadens the scope of the business. In particular to look at what needs to be done to ensure the fostering service provides the same high care standards as the main business.

To reflect upon how structures will need to further evolve as the business develops, although it is recognised this is something Anderida has under active consideration.

To continue to develop the whole team's capacity and confidence to constructively challenge especially when working with external stakeholders given the positive outcomes that have been generated through this type of challenge.

Anderida might also like to consider working with the Investors in People Health & Well-being Framework given the correlation between it and Anderida's ways of working.

Anderida's assessment outcome



Anderida's final award outcome



## Organisational Context

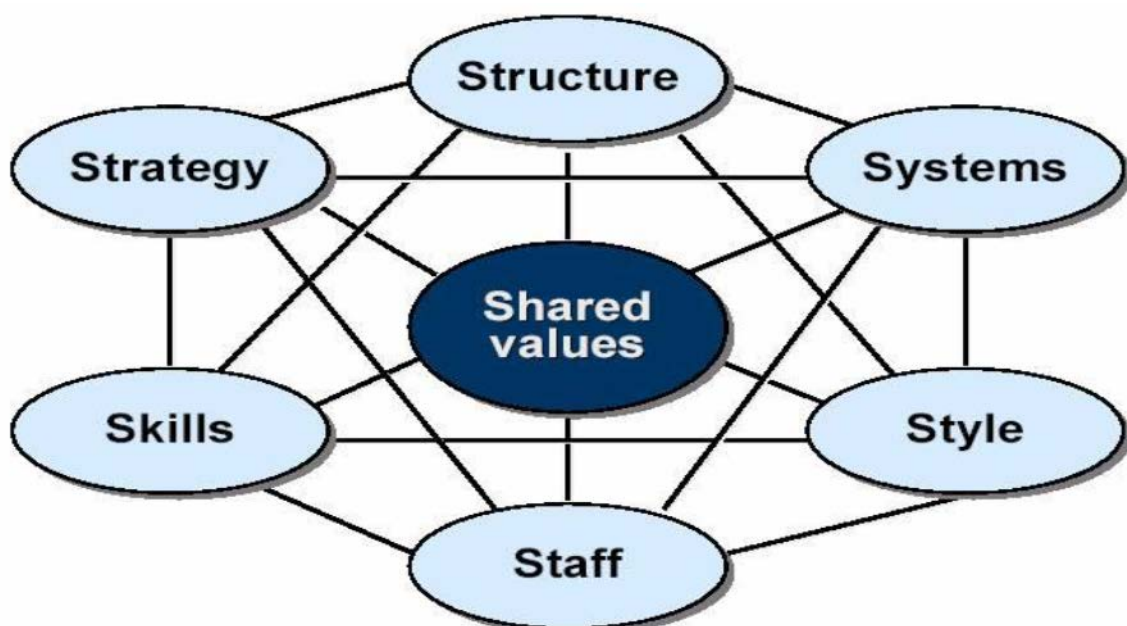
Anderida confirmed its intention to come forward for assessment against the sixth generation Investors in People Framework in March 2018, having begun the process of familiarising itself with the Framework a year earlier.

Anderida provides residential care for young people who have experienced a very challenging and thus damaging start to their lives. The organisation owns five homes based in and around Eastbourne, East Sussex plus a crisis home near Inverness in Scotland.

Anderida has a very high reputation and its services are in very high demand not least because of its proven ability to work with the most at risk, out of control and vulnerable young people. Its service is based upon a therapeutic approach to care provision provide to the young person and their families. It is an approach which requires that Anderida has a team of intensively trained and highly skilled people.

The organisation first engaged with the Investors in People Framework in 2005 and achieved accreditation in 2006. Senior managers have always sought to use the Framework as a business improvement tool and have enthusiastically taken on board feedback provided by previous assessments. They recognise that the principles and disciplines proposed by the Investors in People Framework has helped the organisation to define and refine its strategies; to improve the recruitment, leadership and development of its people; to improve process and thus operational efficiency and effectiveness and ultimately to improve the quality of the service provided to young people in its care, their families and other stakeholders.

This report summarises the assessment of Anderida and the level achieved. The report describes the process, thus explaining how analysis of the organisation is carried out to provide insights into the organisation for IIP assessment. Two 'heat maps' are included, showing Anderida's self-assessment against the Standard, and the level that the organisation aspires to achieve. This is followed by a summary of the approach taken in the assessment process and of the overall assessment findings. The assessment against each indicator is then given in turn, noting strengths and development needs. Finally, implications of the assessment for Anderida are discussed, outlining development recommendations.





## Strategy

Anderida provide superior therapeutic residential child care, education and other child related care services for troubled young people and children who have ESBD.

The organisation's approach is founded on the use of Cognitive Behavioural Therapies (CBT) and Non-Violent Resistance Therapies (NVR). It is committed to using these approaches with the young people in its charge but also to roll out understanding and use of both to other stakeholders including families in order to increase achievement of sustained positive outcomes.

The business is currently developing a fostering service and seeks to add to its homes portfolio

## Staff

Anderida fully recognises the importance of its people. It seeks to appoint individuals committed to helping young people and who have the resilience to cope with the challenges and demands that they will face on a daily basis.

Individuals are encouraged to discuss their aspirations, development needs and concerns through Anderida's excellent and varied performance management processes.

The organisation deliberately recruits people from different backgrounds and who possess different experiences and skills sets, recognising how important that can be in development of relationships with a specific young person.

## Skills

Anderida is very aware of the skills and behaviours it needs its staff to develop and deploy. Each role has defined responsibilities and capability requirements and Anderida has mapped out how those capabilities are developed.

It is more than skill requirements. Attitudes and mindset are critical success components and the organisation uses therapeutic supervision to provide opportunities for individuals and team to reflection on behaviours and emotions as well as actions and outcomes.

## Structure

Anderida owns five homes based in and around Eastbourne, East Sussex and a home in Scotland which is now being used to provide a longer period of assessment in a safe environment for young people who need a period of respite outside of community pressures.

Each home has a designated manager, supported by a deputy manager, senior mentors and mentors. The post of Team Leader has been introduced to provide an additional pathway for those not yet wanting to step to a deputy manager role

In addition, several people led by the leadership group have become or are becoming Advanced NVR practitioners in support of Anderida's commitment to provision of therapeutic care.

The homes are supported by a small administration team based in the Eastbourne office.

## Systems

Anderida must comply with expectations set by Ofsted which are aligned to the requirements of Every Child Matters Framework. Every home is inspected by Ofsted and all are currently rated either good or outstanding for their provision.

Each young person has a support plan agreed by them and the team at their home. This plan is reviewed and updated on a regular basis.

The care provided is governed by the approaches inherent to NVR and CBT therapies.

Individual and group therapeutic supervision is an essential component and all staff are involved in these and can ask for additional sessions as well as attending scheduled sessions.

### Style

There is a very open, honest and inclusive culture. Each member of staff is encouraged to give his or her viewpoint. The giving, receiving and sharing of feedback is particularly valued especially as potentially several strategies will need to be implemented before a significant breakthrough is made with a young person.

People are also encouraged to make use of the diverse array of skill sets, interests and experiences they bring to the organisation.

### Shared Values

Organisational and personal values are encapsulated in the phrase 'Investing in people, nurturing change'. The whole team are committed to supporting the young people living in Anderida's homes despite the great challenges that need to be overcome and the verbal and physical abuse that they will encounter during the course of their work.

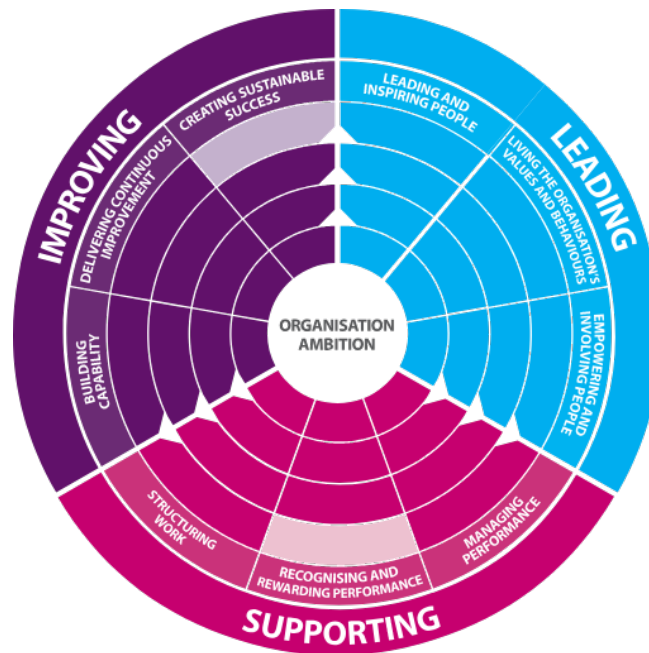
There is also a pledge to support each other and various formal and informal systems are in place to facilitate the giving and receiving of support.

## Anderida's Self-diagnostic

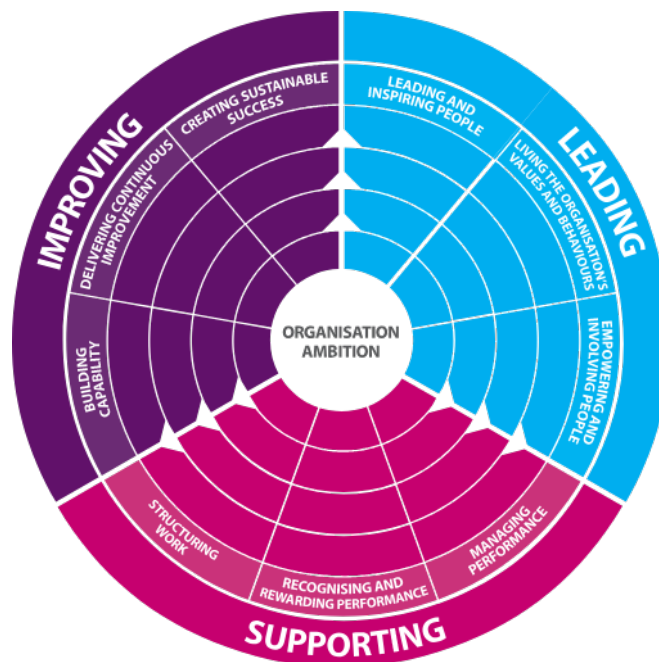
Having carefully considered the IIP Framework, Anderida believe the organisation is 'High-performing' for seven indicators and 'Advanced' for the remaining two indicators. The business aspires to be 'High-performing' for all indicators

The heat maps below summarise where Anderida believes it currently sits against the each of the nine IIP Indicators and where it aspires to be in order to achieve its organisational ambition. The shaded cells represent the performance level against each indicator. The more cells shaded the more mature and embedded the practices are within Anderida.

**'As Is' heat map**



**Aspiration or 'To-be' heat map**



## Assessment Approach

Following the initial Context Discussion with key managers in Anderida, from which details for the organisational analysis were elicited, the organisation was assessed primarily using the online assessment and interviews. Staff were informed of the IIP Assessment and Accreditation process by the management team in June 2018, when they were asked to take part in completing the online assessment and a possible interview. This gave time to deal with any questions or issues that staff raised. No material issues were brought to the attention of the practitioner. As a small organisation of 55 members of staff, all staff were asked to complete the online assessment. 41 completed responses were returned (75%), indicating a good level of engagement by staff.

### Survey Response Rate

#### Overview

TOTAL RESPONSES

41 responses out of 55 (75%)



RESPONSE METHOD



Email link: 0 responses out of 41

Open access: 41 responses out of 41

Online assessment responses were analysed to determine key themes or issues, and these were used as one basis on which interviews were designed and administered. Semi-structured interviews were carried out with 10 respondents, from all functions and levels based, selected purposively because they were ideally placed to discuss IIP related issues. Each was interviewed one-to-one apart from the conversation with the two directors which was conducted as a pair. Confidentiality was assured. All interviews were in a private office and lasted 60 minutes. Respondents appeared to willingly share and discuss their experiences and attitudes.

Observation activities were carried out and the practitioner observed both a management meeting and a group supervision.

Data on which the assessment was based included that elicited from the online assessment and interviews, observations and documents provided by Anderida. Documents were freely provided and included Anderida's business strategy, AGM agendas presentations and minutes, the Competency Framework; Kudos reward and recognition system and examples of how the business measures performance standards.

## How Anderida was assessed



The online assessment was deployed to 55 employees and there was a response of 41. This was above the international Investors in People guidelines and therefore the sample is considered statistically significant.



Based on the finding from the online assessment, the IIP Practitioner interviewed 10 employees from across the organisation.

*Types of observation activities that took place and how it was undertaken.*



The practitioner observed portions of both a management meeting and a therapeutic group supervision session.

Types of analysis undertaken, and the sources of information used.



Online survey results, interviews, observation plus a review of documentary evidence including a strategy presentation; various AGM presentations; competency frameworks; Regulation 45 extract and the staff section of the company website. Following the onsite visit Anderida provided additional evidence including copies of Ofsted reports; various policies and statements made by stakeholders

## Detailed Assessment Outcome

### Anderida's IIP Benchmark

The IIP Benchmark below shows Anderida's overall performance for the online assessment compared to the IIP average for all organisations who have completed the online assessment and against the average Industry Benchmark for Residential Care Activities. Please note this benchmark is based on live data and is correct as on 28/06/18.

### Benchmark



\* This reveals the average IIP Benchmark for all organisations who have undertaken the survey.

## Overview of online assessment results

The table below shows how your employees responded to the online assessment for each indicator of the IIP Standard (including the average per indicator and the difference to other organisations that have completed the online assessment).

### Indicator summary

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Difference from IIP Average
INDICATOR 1 Leading and inspiring people	51.8%	32.9%	8.5%	3.7%	1.8%	1.2%	0.0%	6.3	+0.7
INDICATOR 2 Living the organisation's values and behaviours	54.6%	36.6%	5.9%	2.0%	0.5%	0.0%	0.5%	6.4	+0.5
INDICATOR 3 Empowering and involving people	48.2%	34.1%	15.9%	0.0%	1.2%	0.6%	0.0%	6.3	+0.5
INDICATOR 4 Managing performance	53.0%	27.4%	9.8%	4.3%	3.0%	2.4%	0.0%	6.2	+0.4
INDICATOR 5 Recognising and rewarding high performance	23.8%	27.4%	29.9%	7.9%	4.9%	6.1%	0.0%	5.4	+0.3
INDICATOR 6 Structuring work	52.4%	31.7%	12.2%	1.8%	1.2%	0.0%	0.6%	6.3	+0.4
INDICATOR 7 Building capability	52.7%	29.3%	9.8%	5.9%	1.5%	0.5%	0.5%	6.2	+0.7
INDICATOR 8 Delivering continuous improvement	37.8%	40.2%	14.0%	6.7%	1.2%	0.0%	0.0%	6.1	+0.5
INDICATOR 9 Creating sustainable success	56.7%	28.7%	11.6%	2.4%	0.6%	0.0%	0.0%	6.4	+0.6

It should be noted that Anderida scores above the benchmark for all organisations undertaking the survey across all indicators. The biggest differential being **+0.7** for Indicator 1 – Leading and inspiring people and indicator 7 – Building Capability. The smallest differential is **+0.3** for Indicator 5 – Recognising and rewarding high performance.

*NB: The Average Score is the average response from all employees who participated in the online assessment. To help interpret this score, number 7 represents a response of 'Strongly*

*Agree', so the closer the Average Score is to 7, the more positively the result can be read. 4 is a neutral response.*

Detailed information regarding the online assessment results are available as separate PDF documents.

The next part of the report provides a detailed analysis of Anderida's assessment against the IIP Framework. The Assessment outcome table in the Annex 1 shows the performance level achieved for each of the 27 themes within the IIP Framework.



## Assessment Highlights

The following section of the report details examples of excellent outcomes and practice identified during the course of the report which help to explain why Anderida is considered to be a 'platinum' organisation.

**Embedding a therapeutic approach to care provision** – The organisation's journey towards provision of therapeutic based care began in 2011/12 when one of the senior managers researched the relevance of the use of Cognitive Behavioural Therapies (CBT) in this environment. Use of Non-violent Resistance followed in 2015. This assessment has evidenced that therapeutic based care is embedded into the organisation.

All staff are trained to deliver therapeutic based care and all care support plans are based upon it. Interview evidence demonstrated the team's commitment to the therapeutic approach and their belief that it provides better outcomes for young people.

The next stage for Anderida will be its work to improve understanding and application of therapeutic approach by key stakeholders including families, social workers and other care institutions.

**Outcomes for young people** – When a young person is referred to Anderida they are in severe danger of a secure order being placed upon them and are likely to have suffered failed placements elsewhere.

Since the end of 2015, which coincides with the rollout of NVR and embedding of the therapeutic approach only one of Anderida's young people has been given such an order.

Other positive outcome measures are defined by improved safety/self-protection, developing and maintaining relationships including repairing within families), education attendance, health, improved independence, therapeutic engagement and progress. All Anderida's young people are making good progress. These outcomes are x-checked by the funding authority and Ofsted.

**Additional provision** – Members of the team have led in successfully broadening the scope of work undertaken at Anderida's Scottish home helping to meet the demand funding authorities have for assessment places in safe but non-secure locations. The team have led on defining remit, process and ways of working.

Since the facility's remit was expanded in 2016, all but one young person has successfully maintained community placements following their time at the centre demonstrating the value and effectiveness of the assessment process.

**Occupancy and referral rates** – Figures demonstrate that placement referrals were at a level of approximately 115 per month in 2015. As of 2018 this has increased to an average of over 700 per month because of Anderida's reputation across the funding authorities. Referrals come in from across the country despite Anderida being based on South Coast.

Anderida is therefore able to consistently achieve targeted occupancy targets of 95%. Occupancy levels have helped Anderida to fund salary increase and to successfully challenge funding authorities to commit to two to one staffing levels within placement contracts.

**Ofsted Inspections** - Anderida aspires to all homes being graded as 'outstanding' or the Scottish equivalent. This is an extremely difficult goal to achieve given both the rigour of the inspection regime and the difficulties experienced by the young people. Since at least 2016 all Anderida's facilities have been graded either 'good' or 'outstanding'. The latest inspection

has resulted in that home being upgraded from 'good' to 'outstanding'. Currently two homes are graded as 'outstanding'; three as 'good' whilst the Scottish facility, which comes under the remit of the Scottish Care Commission is rated 'very good'. The inspections undertaken in 2018 have resulted in an upgrade or retention of the assessment level.

**Staff Development** – Anderida is maintaining its goal of ensuring all staff are qualified. In 2015 only one individual had a detailed knowledge of NVR. This assessment demonstrated that seven individuals have achieved or are developing towards Advanced NVR Practitioner status. In the period since the last assessment has achieved the goal of ensuring there are seniors in every home qualified to level 5 and thus able to lead staff in all aspects of the role.

In this period Anderida has developed a team of in-house assessors to support staff undertaking their level 3 and 5 qualifications. Analysis shows Anderida staff are achieving their qualifications in times shorter than the national expectation. In the case of the Level 3 award Anderida staff achieve in nine months rather than the expected eighteen months.

**Therapeutic Supervision** – Anderida is using a Consultant Clinical Psychologist and its certified NVR practitioners to provide regular individual and group therapeutic supervision for staff members. Both interview and observation evidence demonstrated the power and value of these sessions in providing safe spaces for reflection on the impact of strategies and actions pertaining to the young people. As importantly, these sessions are critical in recognising the stress and duress Anderida staff experience during the course of their role and assist people to develop the coping strategies and resilience required to overcome the setbacks that do occur.

**Stress management** – Aligned with the above statement, Anderida has processes including supervision, team meetings, CHATS and Regulation 45 reviews to identify and address stress issues which can result in burnout and sickness absence. Anderida were able to point to examples which were being shown to cause stress, such as local authorities only funding one to one staff issues and actions taken to address these issues.

For example, the impact of increasing staff ratios to two members of staff per young person having successfully convinced funding authorities to provide additional funding is being monitored through monthly Regulation 45 reports using a 'flagging system'. In 2018 there has been a reduction of 'red flags' (most serious concerns) to zero and significant reduction in 'pink' flags (sickness)

**Decision Making** – Quick and effective decision making is key given the very dynamic environment within which Anderida's staff operate. Feedback during 2016 suggested some staff were lacking confidence to make decisions without first referring to a more senior colleague.

Anderida reacted by developing or improving several policies and practices including a decision-making framework; improved risk assessment policy; use of WhatsApp groups and development of a witness testimony therapy policy.

The interview evidence from this assessment confirmed staff are using these processes to inform decision making whilst managers reported what they perceive to be a significant reduction in decisions being referred to them.

## Indicator 1: Leading and Inspiring People

Outcome – ‘High-performing’ (‘As is’ – ‘High-performing’; ‘To be’ – ‘High-performing’)

This indicator investigates whether the organisation’s objectives are clear and whether leaders inspire and motivate people to achieve those objectives. It also enquires as to whether people have trust and confidence in their leaders.

### Indicator 1: Leading and inspiring people



The consistently high ratings for this indicator in the online assessment survey were convincing. In polling an overall mark of **6.3** (see Indicator Summary Table on page 12) Anderida was **+0.7** above the benchmark score for all organisations that have undertaken the survey and also **+0.3** above the benchmark for organisations operating within the Residential Care Sector.

The practitioner was particularly struck by **68.3%** of respondents who felt able to ‘strongly agree’ that ‘I trust the leaders of my organisation’.

#### Creating transparency and trust – ‘High-performing’

**97.6%** of online assessment survey respondents agreed that ‘Management communicates the organisation’s ambitions. Both the Context Meeting discussions and face to face interviews illustrated how all team members are actively engaged in conversations regarding organisational purpose; ethos and approach; organisational and home strategies and development pathways. The practitioner was struck by how individuals are given opportunities to present personal or group perspectives and by the innovative approaches applied. For example, as part of its contribution to the AGM, team members from one home presented very powerful and emotive poems describing what it must feel like to be a young person living in residential care.

The statement below whilst specifically commenting on the value of group supervision sessions is indicative of what people feel the Anderida culture is like.

*“The group therapy sessions. It feels like a level space. Our manager with us sharing our challenges. It feels like a really collaborative thing.”*

The purpose of the organisation has been refined by the team and is succinctly summarised as ‘Investing in People, Nurturing Change’. This statement encapsulates not only Anderida’s commitment to invest in the young people in its care but also to challenging wider society’s viewpoint about looked after children.

There are very detailed Statements of Purpose for each home which are available to view on the company website. It includes description of Anderida’s ethos and philosophy which reads

*‘In recognition of a lack of adequate provision for the more problematic adolescent, we aim to provide an innovative solution to the placement difficulties encountered with children and young people, whose disturbed and disruptive behaviour limits the options available to them.’*

Anderida is a proponent of the use of Cognitive Behavioural Therapies (CBT) and over the past four years has also been leading in the use of Non-Violent Resistance Frameworks (NVR). NVR is a growing model in CAMHS, adoptive and fostering services. It is a model that is growing through practitioners’ first-hand experience of its efficacy rather than a government push from the top. Anderida believes it is at the forefront of integrating the model into practice to the extent it has, a belief backed by the organisation’s Consultant Clinical Psychologist, who brought the model to the UK.

Leaders are active role models in the use of these approaches having become qualified practitioners. Leaders have been advocates of NVR outside of Anderida and have presented at national and international conferences as well as sitting on the NVR UK steering group which is accrediting the NVR qualification. One interviewee observed

*“The philosophy of the company is built around NVR. Xxxx does role model it. She leads the NVR and CBT supervisions. Multiple times during the week we will discuss the best way forward. I didn’t know what it (NVR) was before I came here but it works.”*

All of Anderida’s homes are graded as either ‘good’ or ‘outstanding’. To achieve this outcomes, staff must deliver excellent outcomes and care must be of a very high standard. Ofsted will consult with local authorities as part of the inspection process and their feedback helps shape the report. These grades must be set against a back drop where Anderida’s clients were either on a pathway to a secure setting or just been released from one before moving to Anderida.

### Motivating people to deliver the organisation’s objectives – ‘High-performing’

The practitioner observed on numerous occasions the commitment that Anderida employees have to providing the young people in their care with the support and development they need.

In 2017, the whole team were involved in a consultation which resulted in the job title change from Carer to Mentor recognising that the definition of the word ‘mentor’ more accurately describes the relationship staff members have with a young person. This definition is provided on the company website.

Working with young people who have suffered many traumas is consistently very challenging. Staff are subjected to both verbal and physical abuse for example, but their development and access to group and one to one supervision gives an individual both the capability and resilience to overcome these challenges. Confidentiality requirements mean it would be

inappropriate to provide specific examples of how staff members believe they have helped young people in their charge to grow and move forward but the passion with which interviewees described those examples clearly demonstrated their motivation to provide support using NVR / CBT philosophies and methodologies.

*“The NVR model is not about outcome. It is about performance and presence and capability to resist challenging behaviour.”*

The practitioner observed a section of a therapy-based group supervision session facilitated by one of the leading practitioners in the country. He noted the team’s capacity to both speak openly about traumatic situations; the support provided by the facilitator and the encouragement offered by participants.

34.1% of online assessment survey respondents answered the statement ‘My manager motivates me to achieve my best’ in the range ‘somewhat agree’ to ‘somewhat disagree’ which suggested a level of ambivalence in this area.

This was investigated during the course of the assessment. Interview evidence strongly suggested that people are supported by their line managers, so the discrepancy could lie in other areas. Firstly, as stated above, people are passionate about what they do – they are self-motivated to deliver the best outcomes for young people. They will look to managers to provide the environment and tools, so they can do their best, but will not explicitly look to managers as a primary source of motivation.

Secondly, staff are subjected to verbal and physical abuse from the young people. There will be times when motivation levels will fall. Importantly Anderida has systems in place such as supervision, Regulation 45 reviews; incident review; team and management meetings which mean those occasions are quickly identified and addressed, helping individuals to increase motivation levels again.

It is apparent that team members are motivated to go above and beyond what is expected of them. It is demonstrated by their resilience and the positive outcomes achieved by young people who have frequently come to Anderida via other failed placements. It is also shown by their commitment to lead. Examples provided included a mentor who developed and then rolled out a training programme to help people to have a defined process and then feel more comfortable making decisions without referral to senior personnel. This is critical given how situations with a young person can escalate rapidly.

It was also demonstrated by the team who came together to develop approaches and procedures meaning the organisation’s Scottish home is now providing longer term assessment and development opportunities including intensive child sexual exploitation work when this is required. It is helping to address the lack of crisis placement opportunities in safe but non-secure facilities available to local authorities.

#### Developing Leadership capability – ‘High-performing’

In addition to the trust have in leaders shown by the online assessment survey results, **92.7%** of respondents were able to agree that ‘my organisation develops great leaders’ and **41.5%** felt able to ‘strongly agree’.

The organisation has ambitions to open at least one more home; to further increase awareness and use of NVR opportunities amongst key stakeholder communities such as families and social workers and to launch a fostering service.

Senior leaders in response to these challenges have added to progression pathways available within the business. This includes introduction of a 'Team Leader' role and Advanced NVR Practitioner aimed at those who want and introduction to a management role and those who wish to be leaders in a therapeutic sense respectively. These changes, coupled with additional flexibilities introduced when aspects of shift systems were identified as a barrier to some people putting themselves forward for managerial positions, are enabling the organisation to meet its ambition of having a deputy manager and extra seniors in each home whilst growing NVR capability across the organisation.

It was insightful to hear two individuals during the Context Meeting concede that they had not initially seen themselves as managers but had been encouraged to put themselves forward and are now fully embedded into the leadership team.

Interviewees confirmed their awareness of the development pathways, stating how straightforward it is to identify the capabilities and experiences required to be ready to step to the next role in their pathway.

### Conclusions

The evidence supports the leadership group's view that Anderida is 'High-performing' for this indicator. People clearly have confidence in the leadership group and are committed to implementation of the organisation's purpose and therapeutic approach. People want to make a difference and the support systems in place give them the capacity and resilience needed to overcome the challenges they encounter on almost a daily basis.

Anderida needs to maintain this philosophy in order to retain 'high-performing' for this indicator. On a practical level, the two senior leaders recognise their commitment to promoting NVR and growing the foster service over the next cycle is likely to make them less visible within the business. This will be a significant change and given the organisation's inclusive approach Anderida is encouraged to pose the following question to all parts of the business. The question is – What does reduced access to our most senior leaders mean for us? That is - what will the impact be and how will we need to respond?

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

Outcome – ‘High-performing’ (‘As is’ – ‘High-performing’; ‘To be’ – ‘High-performing’)

Indicator 2 investigates whether the organisation has clearly defined and communicated its values and then whether those values influence behaviours and decisions on a day to day basis. It also asks if people feel confident to challenge behaviours that are aligned with the organisation's values and if they are supported when they do so.

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



The outstanding result from this section of the online assessment survey is **100%** agreement that Anderida has clear values and **73.2%** of respondents able to ‘strongly agree’ with this perspective. The benchmark of **6.4** was also the joint highest recorded across the survey.

#### Operating in line with the values – ‘High-performing’

*“I think it is our never give up attitude. Our values give 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> opportunities to our young people until we have really exhausted all options. We are also like a family all in it together. If one falls, we all fall. If one picks us up, we all pick us up.”*

The above quote provided by an interviewee encapsulates the Anderida culture. The organisation exists to provide a secure base for troubled and traumatised young people within which they can mature into emotionally stable and confident adults. Each home within the organisation has a detailed ‘Statement of Purpose’ which includes a section describing ethos and philosophy which is underpinned by the therapeutic approach to care provision and development of an open, honest and supportive networks for the young people and staff.

As an example of this both young people and staff members are provided with regular one to one and group therapeutic supervision sessions which are extremely valuable as this quote illustrates.

*“We discussed what we are doing for the young person and for ourselves. We didn’t always agree at times, but we are good at taking turns in speaking about how we feel and recognising achievements.”*

This culture of giving individuals space to talk about feelings was observed by the practitioner when he attended a group therapeutic supervision session.

Leaders and team members were able to provide numerous examples of how the values shape the way the organisation operates. These included

- Not giving up with a young person who was proving to be very disruptive. Staff are after several months beginning to see positive developments in his behaviour and abilities to develop relationships with others.
- Challenging Ofsted in regards of rights to enter a young person’s room. This challenge was taken to parliament and led to a regulation change benefitting young people, staff and other care institutions.
- Challenging local authorities and social workers to recognise that the support provided by Anderida needs to include families as well as the young person to maximise the chances of a successful outcome once the young person returns to the family environment.

### Adopting the values

**100%** of online assessment survey respondents agreed that ‘I share my organisation’s values.’ The values are central to both the recruitment and induction process. Interviewees explained that they worked for Anderida because of its commitment to young people and the therapeutic approach as this comment illustrates.

*“People really wanted to make a difference for him and stuck it out for him. He is a different lad and I see a different future for him.”*

All staff follow a comprehensive formal and informal development programme. This provides the knowledge and skill set required to operate in a manner aligned with Anderida’s goals. The various interventions such as supervisions; CHATS; incident reviews and Regulation 45 checks are designed to ascertain feedback regarding behaviour as well as outcome, whilst reflection and review of the values is a regular feature of the Annual General Meeting as evidenced by the presentations provided to the practitioner covering the period from 2016 to 2018. One interviewee stated

*“I like what the company stands for which is what keeps me here. It is a very strong positive for me.”*

The challenges presented by all the young people in Anderida’s care, mean people are constantly having to do the right thing not necessarily the easiest or most convenient thing. Doing the right thing can in itself be traumatic which is another reason why supervision is such an important aspect of Anderida’s approach to supporting individuals and the team.

Some examples of making decisions based on values rather than self-interest provided to the practitioner are confidential and therefore should not be put in writing but less sensitive examples included a manager facilitating the move of a team member to another home



because it gave her development opportunities. Anderida is also individually and collectively challenging some of the perceptions held by social workers and society's attitudes to young people living in care.

### Living the values – 'High-performing'

85.4% of online assessment respondents felt able to 'challenge behaviours which don't match the organisations values' which is a strong result. Every individual is helped to understand how one is able to challenge behaviours. This ranges from formal and mandatory 'Whistle-blower' training through to simply being encouraged to talk about the best way forward for a young person on a daily basis. Interviewees spoke of their awareness and knowledge of these processes.

The root of the Non-violent Resistance (NVR) Therapeutic Framework is to raise presence as carers and through that to develop the relationship with the young person but not to seek to control the young person. Anderida staff are encouraged to use the same approach in their interactions with each other and have thus been given the skills to challenge in a constructive manner.

The interview evidence makes it clear that people do feel able to challenge behaviours not aligned to organisation values as these quotes illustrate.

*"In team meetings I see people openly challenging and talking about something."*

*"We were struggling to manage the atmosphere. We spoke about it from a team morale perspective. We spoke about how we improve as a team. It worked because we were doing something about it. We bonded again."*

An example was provided where the team has successfully challenged the leadership team regarding staff ratios. Local Authority funding for this form of care has been cut impacting on Anderida's ability to provide two staff members to one young person staffing ratios. The team stated their belief that this was negatively impacting morale; raising stress and sickness levels and negatively impacting the quality of support provided to the young person. Leadership agreed and has made it a requirement of local authorities that staffing ratios be matched to Anderida's needs assessment if it wants to contract Anderida's services. Sickness figures and stress related incidents are reviewed on a monthly basis and leaders are able to report significant reduction in both since staffing ratios have been improved.

Anderida has also challenged local authorities. Firstly, it has insisted that where required, money is provided to pay for NVR work with families to facilitate transition of the young person back into the family environment in the belief this is fully aligned with its value of putting the young person's needs first. This outreach work is supporting successful reintegration of the young person back into his or her community once their placement with Anderida ends.

### Conclusions

The evidence supports Anderida's view that the organisation is 'High-performing'. The organisational values are central to ways of working and decision making. The development that people receive give them the skills and resilience required to live the values on a daily basis whilst tools such as supervision are essential in providing support and reflection especially when events have been very challenging.

Looking ahead, Anderida is encouraged to:

- Consciously use the values to shape the fostering service as it comes on line over the next twelve months.

- Consider how it can find simpler ways of communicating the values to external stakeholders. The information is there but it is difficult to explicitly identify the values on the website for example.
- Continue to develop the team's capabilities to constructively challenge external stakeholders. This is important in relationships with local authorities, social workers and as Anderida rolls out its NVR expertise to the wider community.

## Indicator 3: Empowering and involving people

Outcome – ‘High-performing’ (‘As is’ – ‘High-performing’; ‘To be’ – ‘High-performing’)

This indicator asks if people are trusted and empowered to make decisions and can describe how their decisions make a difference. It also investigates whether participation, collaboration and teamwork are integral to the decision-making process.

### Indicator 3: Empowering and involving people



**98.2%** of all responses to the online assessment statements relating to empowering and involving people were positive (see Indicator Summary table on page 14). Critically, given the nature of the relationship mentors have with the young people, there is **100%** agreement that ‘I am trusted to make decisions in my role’.

#### Empowering People – ‘High-performing’

Team members recognise their responsibility for the young people in their charge. Each Young Person has a support plan which defines their needs and requirements. The whole team and the young person proactively contribute to the development, review and updating of that plan.

**56%** of online assessment survey respondents ‘strongly agree’ that ‘I am encouraged to use initiative in my role’ and everyone agreed to some level. During the Context Meeting leaders explained how important it is that people feel able to make decisions but also, given the criticality of ensuring the safety and well-being of the young person and therefore the stress associated with decision making, that processes and networks are in place to provide guidance, support and opportunities for reflection.

These opportunities include support plan reviews; daily handover meetings; ‘on-call’ and group and one to one supervision. The team have taken the initiative to set up several

WhatsApp groups which are used to get immediate reaction and agreement to a proposed course of action.

The business identified a further need to develop people's confidence to make decisions having noted a tendency for some individuals to seek 'permission' when they had both knowledge and authority to make decisions. A relatively new team member with a background in this area presented at the 2017 AGM and subsequently developed a decision-making model which was trained out to all staff. This model was provided to the practitioner for viewing. Following introduction of the model, leaders noted a reduction in the number of calls or referrals they were receiving regarding decisions suggesting confidence levels have grown.

Another group took responsibility for development of Anderida's facility in Scotland. An interviewee spoke about how the isolated nature of the location means practice needs to be tweaked to reflect the location whilst staying true to support plan fundamentals.

### Participating and collaborating - 'High-performing'

As demonstrated by some of the examples provided above participation and collaboration is part of the Anderida culture. The team recognise the need to provide a safe and secure environment for a young person. Meeting the needs of the young person is paramount and the support plan is fundamental to this. It is agreed by all and the team seek to consistently apply it. The interview evidence suggests constructive challenge is encouraged as this comment illustrates.

*"On one occasion we were intending to reward a young person in a certain way. One team member texted that he fundamentally disagreed with the approach. We discussed and agreed he was right. We changed the support plan."*

Other interviewees provided more examples of involvement in decision making and how this made a difference. Perhaps most movingly several interviewees referenced the work with one person which involved much discussion; strategy and personnel reviews over several months before the team began to see positive changes in that young person's behaviour and trust in adults.

The practitioner, whilst observing a group supervision, listened to the group congratulating a colleague on how he had handled a safe-guarding issue brought to his attention by a young person in his care.

### Making decisions - 'High-performing'

Development pathways are in place for all areas of the organisation. As well as defining how people can progress through the organisation these clearly state decision-making authorities associated with those roles. As already stated people have ready access to colleagues and managers if they wish to clarify or re-define those authorities.

Importantly **97.6%** of online assessment respondents felt 'I have all the information I need to do my job well'. Equally it is clear they feel trusted to make decisions as this comment shows.

*"They recognise I am there day to day. They want my opinion."*

Digital safe-guarding is a very real issue in the modern age. One person explained how she had been given autonomy to ensure the security of networks and to provide training thus helping to ensure young people are protected. Ensuring safety of the young person was central to the challenge to Ofsted described earlier in the report. Several team members played their part in preparing and delivering the challenge.

From an organisational perspective, senior leaders believe good decision making and quality of interventions with young people is fundamental to the impact Anderida is able to have on and with the young person. Examples of the impact of good decision making provided by Anderida included

- Constant achievement of the detailed goals set by local authorities in regard to interventions and outcomes for young people sent to the Scotland facility.
- Successful challenge of Ofsted leading to a country wide regulation change.
- At a fundamental level, good decision making helps to ensure the young people are kept safe and achieve positive outcomes, not least avoidance of need for a secure placement.

## Conclusions

Anderida empowers its people recognising quick and effective decision-making is essential to delivering quality and effective care to young people. Key processes are in place to both frame the decision-making process and to support decision making.

As important is the attitude of leaders with one interviewee stating about group meetings that *"It feels like a level space"*. This is also the impression the practitioner got when observing both a management meeting and the group supervision session.

The evidence thus leads the practitioner to conclude Anderida is 'High-performing' for this indicator.

To maintain this level over the next cycle, Anderida is encouraged to

- Reflect upon how key processes will role across to the fostering service as it come on line over the next twelve months.
- Continue to encourage constructive challenge across all levels and areas of the business. It is an essential component of the organisation's success.

## Indicator 4: Managing performance

Outcome – ‘High-performing’ (‘As is’ – ‘High-performing’; ‘To be’ – ‘High-performing’)

This indicator explores not only at how objectives are set, and performance monitored, but also how the organisation encourages high performance at all levels and assesses behaviours as well as outcomes.

### Indicator 4: Managing performance



Anderida achieved a benchmark score of **6.2** for this indicator beating both the overall benchmark and sector benchmark by **+0.4** and **+0.1** respectively. Given the primary purpose of any performance management process is unlock the potential and thus performance of all employees Anderida will be encouraged that **95.1%** responded positively to the statement ‘I feel encouraged to perform to the best of my abilities’ and that **58.5%** felt inclined to ‘strongly agree’.

#### Setting Objectives - ‘High-performing’

Through all stages of the assessment process the practitioner was provided with numerous ways in which individuals, teams and the organisation engage in performance discussions. These methods include, but are not exclusive to CHAT reviews, team meetings, AGM, supervision, support plan review, Regulations 44 and 45 reports and Ofsted assessments.

Expectations are set during the recruitment process which includes a trial shift. One purpose of which is to help potential employees to appreciate the scale of the challenges the young people and therefore Anderida staff will encounter. One person stated

*“You have to have the ambition to accept challenges but Anderida is also open to encouraging you into challenges.”*

Interviewees also explained how they take responsibility for monitoring their and their home's own performance, not least through reflection during supervision, CHAT reviews and the team's contribution to completion of Regulation 45 reports. Many of the organisation's opportunities for review are ongoing which means there is continual reflection on and reaction to performance outcomes. Many of these processes will include encouraged contributions from the young people.

These methods, especially supervision perhaps, also enable every team member to reflect on how behaviour and indeed emotions are impacting on performance. One person commenting on supervision said

*"I am not the type of person who opens up but to sit and listen and hear everyone talk about the same issues I have gives me the confidence to open up and say I am the same."*

Interviewees also provided examples of how they had taken the lead in setting stretching objectives. These included examples of people choosing to become Advanced NVR practitioners aligned to the organisation's ambition to grow use of NVR with young people and other relevant stakeholders and being part of the team that expanded the scale and scope of work undertaken in Scotland.

Another individual, because of her background and interest in writing volunteered to undergo a project to interview past residents about the impact of their time with Anderida. The resultant report is helping Anderida to demonstrate the value of its works whilst also demonstrating to the team that their work has sustained, positive results.

#### Encouraging High Performance – 'High-performing'

Significant time is invested in managing and developing performance. Fundamentality there is recognition that the needs of the young person has to be continually reviewed and therefore how the individual, home and ultimately the organisation is responding to those needs also has to be continually reviewed.

The interview and Context Meeting evidence suggest no one person's view is considered to be more valid or important than anyone else's and this culture very much encourages open, honest and constructive discussion about performance, behaviours and emotions. One person stated.

*"Our honest conversations mean we have the most settled house."*

Senior leaders have role modelled the high expectations as illustrated for example by their commitment to leading roll out of NVR across the organisation.

Regulation 45 reports completed by house members identify both good performance and improvement areas. The practitioner viewed a section of one report (other sections are confidential) which demonstrated that actions are reviewed and updated monthly.

The consistently positive outcomes with young people, who have struggled elsewhere, demonstrates that employees are consistently striving to achieve high performance

The practitioner was able to view several examples of correspondence between Anderida and local authority representatives, family members and the young people. Some of that information is perhaps too sensitive to include in a report of this nature but those comments and observations included

*"Aaaaa will have the opportunity to succeed as a young adult in the community. Excellent service, thank you."*

*“I have been waiting for this moment to come true and you all have done it for me.”*

*“We as two local authorities have asked a huge amount of you as an organisation and I want to acknowledge that.”*

26.9% of online assessment survey respondents answered the statement ‘My manager helps me to improve my performance in the range ‘somewhat agree’ to ‘somewhat disagree’ which suggests some people are less positive about this aspect than other elements of managing performance.

This was investigated during interviews. It is clear that there are several performance management processes in place which are being consistently utilised. Interviewees confirmed that they are involved in performance management events ranging from the AGM through to supervision and incident reviews.

Interviewees gave examples of performance improvement ranging from supporting each other through supervision sessions when faced with a particularly challenging young person; using the organisation’s updated decision-making protocols to reduce the desire to consult with senior managers before taking a decision and perhaps most importantly full commitment to application of the therapeutic approach.

There was no explicit reason given for the slightly ambivalent response to the statement. It may simply reflect Anderida’s culture where the whole team is engaged in performance improvement and therefore team members are almost as likely to help a manager to improve his or her performance as the other way around.

#### Measuring and assessing performance - ‘High-performing’

The organisation was able to give examples of how evidence of performance and behaviours are captured and used to improve performance. For example, one young person logged 20 incidents in August 2017. Reflection on these, reviews of support plan and agreement of approach by the team has brought that figure down until zero incidents were recorded last month.

The development of the team to use NVR techniques and philosophies is also producing results. The last three placements in one home were considered ready to positively move on from their Anderida placement within one year. An event which is considered to be a real success by all parties.

Review of Regulation 45 reports from each home identified that absence and sickness rates were increasing across the organisation. Analysis of this highlighted that increased workloads caused by local authorities only being willing to fund one to one staffing ratios was leading to staff burnout and dissuading some individuals from putting themselves forward for management roles. Anderida took the decision to insist that local authorities fund two to one ratios where in their professional judgement it is required to meet the young person’s but also the team’s needs. Adherence to this policy has seen both a reduction in sickness levels and an increase in people seeking management positions.

Anderida provides placements for young people who are either at severe risk of a secure placement or have come from such an institution. Since Christmas 2015, which coincides with roll out of the NVR approach, only one young person in Anderida’s care has been given a secure order. In this case, which is relatively recent, the local authority is paying to keep the place open for that young person for when the secure order ceases such is their belief that Anderida still offers the best chance of progression.



Anderida records referral figures. The figures in January and February 2017 were 255 and 238 respectively. Figures considered high at the time. The figures for January and February 2018 grew exponentially to 712 and 726 respectively. Whilst part of the increase does relate to the shortage of care beds around the country, there are providers with vacancies and demonstrates the very high regard in which Anderida is held by local authorities.

Anderida also defines its better outcomes in terms of improved safety / self-protection; developing and maintaining relationships including repairing within families; education attendance; improved independence, therapeutic engagement and progress. All its young people are making significant progress in these areas evidence of which is provided to the local authority funding the placements.

## Conclusions

The evidence demonstrates that performance management is integral to the organisation's way of working. The environment created by the business means that people are willing to speak openly and with confidence.

The young people Anderida staff are working with bring challenges and the team have to individually and collectively committed to helping a young person to overcome those challenges. The work can be extremely demanding, so the support networks in place to help individuals to meet those demands are of critical importance.

The evidence is sufficient to conclude Anderida is 'High-performing' for this indicator.

Moving forward, Anderida might like to consider the following:

- Coaching is part of the culture and many examples are provided where a coaching approach brings dividends. However, given its importance to the way the organisation works, both with young people and with staff, would there be value in including an introduction to coaching even as early as the induction period for new staff members?
- Given that performance management is an ongoing and visible process within Anderida it is perhaps a little surprising that **9.7%** of online assessment survey respondents were either neutral or negative in their response to the statement 'I have discussed my performance with my manager in the last six months. Whilst the practitioner did not interview anyone who might have fallen into this category and therefore is unable to shed any light on the reasons why, Anderida might want to investigate this further.

## Indicator 5: Recognising and rewarding high performance

Outcome – ‘Advanced’ (‘As is’ – ‘Advanced’; ‘To be’ – ‘High-performing’)

This indicator considers the degree to which the business has created a culture of appreciation where people are motivated to perform at their best. It also investigates whether the organisation’s use of reward and recognition is in itself perceived to be motivational.

### Indicator 5: Recognising and rewarding high performance



Anderida achieved an online assessment survey benchmark score of 5.4 for this indicator which was by a margin of 0.7 the lowest result. When analysing the Indicator Summary Table provided on p14, it is noted that whilst there is a slightly bigger proportion of people choosing to respond either neutrally or negatively to the statements regarding reward and recognition, perhaps the biggest reason for the drop-in benchmark score is that only 23.8% of all responses are ‘strongly agree’ compared to over 50% across several of the indicators.

The potential reason for this discrepancy will be discussed below.

#### Designing an approach to recognition and reward – ‘High-performing’

Leaders at the Context Meeting felt that people are actively involved in developing the organisation’s approach to reward and recognition and this is confirmed by the evidence. For example, reward and recognition is a standard agenda item at the AGM. This year, following feedback, the organisation focused on a review of Kudos, which is one of the main tools Anderida uses to reward and recognise performance and behaviour. Kudos having been originally introduced some years earlier following a suggestion by a team member.

The practitioner viewed a copy of the innovative presentation given by one of the home teams on Kudos to open up discussions. Interviewees present at the AGM confirmed there had been a unanimous vote to keep the scheme.

The points system integral to Kudos is designed to reward outcome and behaviour and information on how points can be gained throughout the year is openly available on the staff section of the company website

However, it is clear some Anderida staff are less motivated by Kudos than other aspects of recognition and this will be discussed under the theme of 'Recognising and rewarding people'. For example, one person stated

*"I just like recognition. Just the that was a good piece of work. Kudos is not for me, but I know they do know that."*

The business has other methods of recognising and rewarding. These include but are not exclusive to manager feedback; exchange of WhatsApp messages, promotion, development opportunities and the sharing of young person and external stakeholder feedback.

In continuing to review the approach to recognition and reward senior leaders are ensuring it remains aligned with the achievement of business goals. For example, the business has introduced the Team Leader role. This was introduced to recognise the performance of Senior Mentors who are perhaps not ready from a motivational perspective to move fully onto the management development pathway but are excellent role models for their peers.

#### Adopting a culture of recognition – 'Advanced'

The strongest response within this section of the online assessment survey was in response to the statement of 'I feel appreciated for the work I do' with **90.2%** of responses being positive and there is a culture where achievements are recognised, and performance is encouraged.

A lot of recognition and reward is instant, and it is important to note that these examples tended to be those that immediately came to interviewees' minds when questioned on how they felt individual and team achievements are recognised as these comments illustrate.

*"I find that Xxxxx e-mailing me about something is more than a reward than Kudos."*

*"We tell everyone. We use screen shots through WhatsApp."*

One other factor that came across strongly is that the team recognise different people bring different insights, interests and abilities to the organisation which is valued. For example, one person said

*"I get fed back that I am good at compiling risk assessments and plans. I am not good at maintenance but there are others that do that."*

Supervision, whether it is one to one or group, is also an important recognition and perhaps re-assurance tool. The nature of the work with young people means that positive evidence of the impact of the work with a young person can take significant time to appear. Discussion during supervisions does help individuals or the whole team to believe that the actions being taken are correct despite a lack of immediate evidence.

#### Recognising and rewarding people - Advanced

In analysing the evidence, the key question became are people motivated to perform at their best as a result of Anderida's approach to recognition and reward?

It is clear Kudos works for many within the organisation. The comment below is typical of one view point.

*"I laughed when the whole issue about Kudos came up. I think it is fab that you can get something."*

Ultimately the fact that the whole team voted to keep Kudos following the recent AGM is good evidence that it has value for most people and the business.

There is a cohort though whose response aligns to this statement

*"I am beginning to see some things (rewards) I would like but I don't even know how many points I have."*

It is easy to check totals via the staff section of the website, so perhaps this shows there is a group who are not best motivated by this type of reward. There is also an argument to say that if those people are not using their points they are receiving recognition for their actions but not the reward itself.

Importantly though Kudos is not the only way that the business recognises and rewards its people and all interviewees that were asked were able to describe how recognition and reward has helped them to perform at their best. The quotes below illustrate some of those examples.

*"I get a different hourly rate for the assessing work I do."*

*"I see a lot of progression and I see people recognised and appreciated for their differences."*

*"We get rewarded through progression. Xxxxx was very encouraging in getting me to go for Yyyyy. She wouldn't let it go."*

What became clear is the importance of leaders knowing their people in relation to what motivates them and in this regard the evidence is strong.

## Conclusions

Context Meeting attendees believe that Anderida is 'Advanced' for one theme and 'High-performing' for the other two themes. The evidence supports 'Advanced' being the indicator level but also suggests Anderida is 'Advanced' for two out of the three themes not one.

The business aspires to move to 'High-performing' aligned to a goal to fully recognise and reward the capabilities of a very skilled workforce. To be perceived to be achieving this consistently there has to be an expectation that more people would feel able to 'strongly agree' with the online assessment survey statements regarding recognition and reward as has been demonstrated across other indicators.

Anderida is encouraged to consider the following continuous improvement suggestions:

- Recognise and promote the fact that Kudos is one of the reward and recognition tools available to Anderida, but it is not the complete tool box. That is continue to specifically align approaches to the motivations of each and every team member.
- Aligned to the above there may be value in keeping a specific record through supervision and CHAT for example of what an individual's main motivators are at a point in time recognising these may evolve over time.
- Ensure people use the Kudos points they accrue and thus receive the reward they have earned.
- Perhaps there is also more that can be done to define how high-performing teams can be recognised and rewarded aligned to home or departmental specific goals?

## Indicator 6: Structuring work

Outcome – High-performing” (‘As is’ – ‘High-performing’; ‘To be’ – ‘High-performing’)

This indicator encourages consideration of whether the organisation is structured in a way that supports achievement of organisational ambitions.

It investigates whether people at all levels have clear goals, accountabilities and authorities and are thus encouraged to take ownership. It seeks to understand whether people feel motivated because their roles are interesting and help them to develop the capabilities required for progression.

It also checks that people are sharing knowledge and information and that collaborative working is encouraged and duplication of effort is minimised.

### Indicator 6: Structuring work



Anderida achieved a benchmark score of **6.3** for this indicator beating both the overall benchmark and sector benchmark by **+0.4** and **+0.2** respectively. All Anderida staff hold significant responsibility as ultimately, they are accountable for the safety of the young people in their charge. It is of great importance therefore that people understand precisely what their authorities are and feel able to make quick decisions or be able to converse with others so that joint decisions can be swiftly taken.

Anderida will be greatly encouraged therefore that **96.3%** of all online assessment survey responses to this indicator are positive and **52.4%** are 'strongly agree'.

#### Designing roles – ‘High-performing’

In 2015 the team decided to change the job title of care staff from Project Worker to Mentor. The definition of a mentor being *‘An experienced and trusted adviser. Mentorship is a personal development relationship in which a more experienced or more knowledgeable person helps*

to guide a less experienced person.’ This shift is considered important because as one interviewee said

*“The title mentor is what we do.”*

There was **97.6%** positive agreement that ‘my work is interesting’. Roles have been designed to challenge people, to play to personal motivations and also to meet the needs of the business. Two examples have been creation of dual roles such as Mentor / Assessor, which developed Anderida’s in-house capability to take people efficiently and effectively through relevant care qualifications and development of use of the Scotland facility.

The practitioner viewed the competency frameworks which clearly describe the capabilities and experiences required to thrive in each role. As already stated elsewhere the business is growing its numbers of Advanced NVR practitioners which is increasing its capacity to broaden the scope of NVR work with families and social workers as well as with the young people.

**61%** of all online assessment survey respondents felt able to strongly agree with the statement ‘I am able to develop the skills I need to progress’. People are also aware how their growth supports achievement of organisational ambition as this comment illustrates

*“I will push up to do similar to what Zzzzz is doing in our house. I am beginning to prepare to be a house manager which is useful as we are looking to grow.”*

The extra fees that Anderida is demanding from local authorities to fully cover the scope of its work with young people is providing benefits in other areas as well. Firstly, it means Anderida can offer greater flexibility around shift patterns which has aided staff retention especially in regard to helping those returning from maternity leave. Secondly it has helped to improve the continuity of support a young person receives – when transitioning out of Anderida and back to their community for example.

#### Creating autonomy in roles – ‘High-performing’.

There is **97.5%** agreement that ‘I have the right level of responsibility to do my job effectively. The requirements for a specific young person are defined in their personal support plan which is agreed by the team and the young person. It is accessible to everyone. Individual and group supervisions also provide open and constructive forums for mature review of the impact of decisions including reinforcement of the positive impact of good decision making.

Interviewees explained the value of use of ‘WhatsApp’ groups. These are being used to facilitate real time discussion. For example, is it felt correct for a young person to be allowed to visit a certain location to meet with friends? The instigator of the message presents a view but will seek perspectives on that view. The team believe that WhatsApp usage has speeded up decision making and helped to ensure there is consensus around decision making as this statement illustrates.

*“We use WhatsApp – instant decisions as a team.”*

Examples were also given where team members will discuss and evolve policies. A pertinent one being in regard to family home visits which are being undertaken more frequently as NVR work spreads to the broader community. An interviewee explained how the team discussed issues and concerns, building upon the existing lone worker policy and leading to agreement of what extra could be done to feel safe. This work led to development of a ‘script’ which is being used during visits. This ‘script’ was shown to the practitioner and senior leaders subsequently confirmed several people are undertaking this work including members of the non-management team.

It is also noted that those team members working towards achievement of their level five diploma are expected to become actively involved in policy review and progression as part of their growth plan .

Several interviewees referenced the decision-making model and training. This has provided an extra point of reference within supervision when decisions resulting in a poor outcome have been made. There is more emphasis on the process to make the decision and the rationale of the decision maker rather than relating it to outcomes which is not always the best indicator of whether the decision was in the best interests of the young people or not.

### Enabling collaborative working

**97.6%** agree that 'My role enables me to work well with others' which is another strong result from the online assessment survey.

There are numerous ways individuals and teams can work together including but not exclusive to Regulation 45 reporting; support plan reviews; supervision discussion; policy updates and through WhatsApp.

Leaders during the Context Meeting stated their belief that the organisation could not successfully do what it seeks to do without effective collaborative working. They also reflected on the importance of ensuring that no team member feels isolated from his or her colleagues or the management team.

Mentors and senior mentors have a core home, but some will undertake shifts at other homes. This is useful in encouraging the informal spread of practice across homes but also illustrates the importance of the support plan and handover meetings as tools for ensuring a team member is brought quickly up to speed regarding the needs of the young person.

Another example of collaboration is the exchange of staff across homes to facilitate the provision of growth opportunities for individuals.

### Conclusions

The evidence confirms the Context Meeting perception that Anderida is 'High-performing' for this indicator. The empowerment culture described within indicator 3 when combined with the culture of encouraging people to work together to achieve the goals defined in a young person's support plan and clear policies and practice leaders and team members have the knowledge and authority required to make quick and effective decisions.

Looking to the future Anderida will want to

- Consider how structures will continue to evolve as the scope of NVR work increases and the foster agency develops.
- What impact the above will have on the administration team? How will diversification affect their workloads and structures?

## Indicator 7: Building capability

Outcome – ‘High-performing’ (‘As is’ – ‘High-performing’; ‘To be’ – ‘High-performing’)

Indicator 7 looks at how successful the organisation has been in building capability and enabling people to reach their full potential. The focus is on how capabilities are actively managed and developed, so ensuring the organisation has the right people in the right role at the right time.

### Indicator 7: Building capability



Anderida achieved an online assessment survey score of **6.2** for this indicator and a positive differential of **+ 0.7** compared to the overall survey benchmark. Together with indicator 1 this is the joint highest difference observed across the survey. The sector benchmark is **5.8** and a gap to that benchmark of **+0.4** was the biggest observed.

The most positive statement within this indicator is ‘I know how my organisation invests in learning and development’ which is reflective of how the organisation openly communicates development opportunities and peoples’ willingness to engage in those opportunities.

### Understanding people’s potential – ‘High-performing’

Context Meeting discussions; face to face interviews and online assessment survey results all provided clear evidence that people take ownership of their learning to effectively support the organisation’s objectives.



**95%** of online assessment survey respondents agreed that ‘I make use of my organisation’s learning and development opportunities and **58.5%** felt able to strongly agree with this statement.

Context Meeting participants explained how the culture of the organisation is to discuss individual aspirations with each employee and then lay out the options aligned with those aspirations and organisational requirements. They went on to add that it is then for the individual to choose which path will be followed.

Interviewees then gave examples of routes they are personally following including developing to senior and deputy manager role; developing interests in autism; taking a lead on NVR campaign messaging and developing and delivering training on digital safeguarding. This last example viewed as being business critical because of the risks to young people on line and because

*“Our kids are so much more savvy on this.”*

Examples of how the organisation is innovative and flexible were also provided. These included increasing the provision of e-learning opportunities which can be undertaken to fit the learner’s timeframes; creation of study groups to support those working towards achievement of their diplomas and creation of a strategic partnership with the Consultant Clinical Psychologist who brought the model for the use of NVR in this arena to the UK.

Anderida is now actively involved in two research projects on the use of NVR which will bring further insights to the business.

The business took the decision a few years ago to develop more assessors so delivery of both level 3 and 5 diplomas could be brought in-house and be specifically aligned to the needs of the business. Evaluation has shown that Anderida is achieving greater value for less money through this approach. Firstly, Anderida staff achieve their qualifications in times that are significantly better than national expectation. Secondly it has ensured Anderida has 100% qualified staff and seniors in every home qualified to level 5 and thus able to lead staff in all aspects of the role.

#### Supporting learning and development – ‘High-performing’

*“We are really pushed to go into development. People can bring their development wants to their supervisor or manager.”*

*“It is incredibly easy to see where you can go.”*

*“Everyone in the company see the plans for the business so can see where the opportunities might be.”*

Comments like these above when coupled with **95.1%** agreement with the statement ‘My manager thinks it is important that I develop my skills’ help to demonstrate that Anderida is highly supportive of learning and development opportunities. It is helpful that those in management positions have followed similar pathways and therefore recognise the challenges and pitfalls individuals will experience.

Nor should it be under-estimated how much learning takes place through opportunities to reflect in forums such as team meetings and supervisions.

As described above Anderida is providing different pathways be that in assessment or leading in NVR. Whilst individuals can follow these pathways in addition to any management

ambitions they have, these pathways provide progression for those who do not want management responsibilities.

Leaders provided examples of how they believe learning and development has impacted the business. Examples such as use of the home in Scotland as a crisis and assessment centre. It has provided another route for team members who want to pursue this type of work and solutions for local authorities.

Evidence demonstrated to Anderida that demand from local authorities for crisis intervention was increasing and in particular support for young people at risk of Child Sexual Exploitation (CSE). By providing a safe, secure environment where intensive therapeutic support could be delivered, Anderida has helped all but one young person to maintain community placements on their return from Scotland. Local authorities consider this to be an excellent result and Anderida is constantly being asked to provide more opportunities.

Nor is Anderida shy about sharing its learning with other organisations. Led by, but not exclusive to the example shown by senior leaders, Anderida has shared its learnings on NVR; brochures on NVR application and safe-guarding training.

### Deploying the right people at the right time – ‘High-performing’

Progression is regularly reviewed at management meetings. The practitioner also noted that each home has to report on progression as a standard component of monthly Regulation 45 reporting. One interviewee commented

*“There is constant evaluation of who would be good; what the motivations are; who will best fit different dynamics.”*

Leaders are considering future needs and working to ensure there is capacity to meet those needs. There is an ambition to open a new home in 2018/19. The capacity to staff that home to the necessary standard is in place.

One interviewee explained where the need for NVR Advanced Practitioners fits in. That person explained

*“It fits with our family work which we want to grow.....Our kids are almost adults and when they are adult they will see their parents. We want to make those relationships healthier.”*

Anderida’s two most senior leaders spoke of how their roles will change and how they are more likely to be working away from the business in the future. They then described how an individual is currently being developed to take over certain responsibilities from them to ensure no gaps are created.

Anderida recruits for attitude and mindset. Experience has shown people will be extremely challenged by the working environment and whilst support networks are visibly in place, team members need to be resilient to cope. Anderida choose several years ago to introduce realistic role play and trial shifts to its recruitment process resulting in a significant down turn in numbers of people leaving the business within a few months of their appointment.

Anderida also looks at what an individual can bring to the organisation rather than qualifications knowing it can provide intensive development through induction and beyond. This led one relatively new appointee to comment.

*“I didn’t think I would have much chance (at interview) as I had no qualifications. That turned out not to be important.”*

## Conclusions

The evidence again confirms the belief of leaders that Anderida is 'High-performing' for this indicator. Learning is continuous. People are expected to own their learning but are given every opportunity to learn and to reflect on the impact of their learning. Learning is also clearly aligned to supporting current and future business requirements.

Looking to the future:

- Anderida is encouraged to develop a competency framework for the fostering service as it comes on line.
- Anderida is venturing out into new arenas such as spreading NVR practice to other agencies. Continue to keep the impact of this under review and continue to reflect upon what this means in terms of additional capabilities required to deliver success.

## Indicator 8: Delivering continuous improvement

Outcome – ‘High-performing’ (‘As is’ – ‘High-performing’; ‘To be’ – ‘High-performing’)

This indicator asks if there is a culture that encourages innovation and whether the organisation has helped its people to take ownership of continuous improvement. It also investigates whether the business is looking externally as well as internally for inspiration and ideas.

### Indicator 8: Delivering continuous improvement



Anderida’s online assessment survey score for this indicator was **+0.5** above the overall benchmark. The benchmark of **6.11** ranked 8<sup>th</sup> across the survey and leaders may want to consider why **34.1%** only either ‘somewhat agree’ or ‘neither agree or disagree’ with the statement ‘I am responsible for improving the way we do things’ given the survey results also confirm the inclusive culture of the business which clearly encourages people to bring forward improvement ideas.

#### Improving through internal and external sources – High-performing’

Anderida demonstrates that it is open to bringing in new ideas. These ideas range from quite basic – for example an individual used WhatsApp to question why the organisation did something in a certain way sparking a debate leading to a change in the way that process was applied – through to fundamental strategic change, such as commitment to using NVR.

Whilst very clear policy and process are in place, interviewees confirmed they have the discretion to adapt these as long as the young person’s needs are at the forefront of thinking and there is continued compliance with regulations. An obvious example of this is how the Scotland team evolve their practice to take account of the property’s isolated location.

Individuals gave examples of taking responsibility for continuous improvement. Two people spoke of how they had delivered companywide training on decision making and digital safeguarding respectively, based upon external thinking and research. Another spoke of how her understanding of young people with autism or ADHD led her to introduce wider use of visual cues to support one of her young people. Leaders spoke about how they challenged Ofsted resulting in legislation change.

Anderida is now taking its practice out to the wider world. Together with the UK's leading practitioner, Anderida leaders have presented on NVR at a conference in Israel. Leaders have also presented to the local police force and have trained staff at another care organisation. Further training has been commissioned by a second company and Anderida will be presenting at a two-day conference in London looking at the use of NVR to support young people at risk of CSE. In addition, Anderida is participating in two research projects with Bath University to further develop the evidence base for NVR interventions.

### Creating a culture of continuous improvement – 'High-performing'.

Supervision and the environment created within supervision sessions are critical to a culture which encourages innovation. Put simply supervision provides a safe environment for an individual or the team to review the success or otherwise of interventions with young people and the emotional impact. One person stated

*"We were challenged this year with a particularly abusive young person in the home and bullying of staff. We got more supervisions for me and the team. We have come out the other side of it and we have more tools."*

WhatsApp is proving to be a very useful tool. It speeds up decision making because conversations take place in real time and it helps to ensure the whole team are committed to a change in the support plan or the taking of a calculated risk because everyone has contributed to the debate.

Such debate, whether conducted through WhatsApp or face to face leads to examples of innovative risk taking as this statement illustrates.

*"We were trying to convey to a young person that we were saddened by something, but we didn't want to change our behaviour. So, we all wore dark clothing and the young person got it."*

From a strategic perspective the organisation reacted quickly to the evidence described earlier in the report suggesting one to one staffing ratios were increasing incidents of staff burnout. Anderida now insists on funds for a two to one ratio to be written into the contract where the needs assessment indicates this is required and has subsequently observed a significant decrease in these incidents.

As referenced at the beginning of this indicator 34.1% of online assessment survey respondents stated they either 'somewhat agree' or 'neither agree or disagree' with the phrase '*I am responsible for improving the way we do things*'. This percentage is perhaps high given the numerous examples interviewees gave of taking a lead in suggesting and making improvements. Examples of some of these are provided under 'Encouraging innovation'. It is also apparent that the whole organisation takes a lead on continuous improvement through presentation of issues and solutions at every AGM.

The interviews did not identify any obvious reason for the online assessment survey outcome and given there is evidence all staff are involved in continuous improvement activities, Anderida is encouraged to simply keep helping people to recognise where they are actually

taking responsibility as it may be they do not explicitly recognise they are doing so. Or it maybe that some lack the little bit of confidence required to take full responsibility for initiating improvement actions?

### Encouraging innovation

**92.7%** of online assessment survey respondents were positive regarding the statement 'I am encouraged to improve the way I do things'. Leaders believe they are receiving fewer calls which start 'Is it all right if' since the decision-making training was rolled out across the business.

The practitioner, throughout the duration of this assessment, heard leaders and people speak of their commitment to get good outcomes for their young people and of their willingness to try different approaches until they find the combination that best generate those outcomes.

Staff spoke of how NVR work is being rolled out to include families. One individual commented.

*"We have trained the staff to coach parents and we are coaching the young people to coach parents as well."*

Leaders were able to give examples of how innovation has delivered positive outcomes for the organisation. These include but are not exclusive to:

- Successfully expanding scope of work at the Scotland home so Anderida can offer much needed crisis intervention placements to local authorities.
- Persuading local authorities to boost funding levels so Anderida can provide two to one staff ratios delivering better interventions for young people; reducing staff burnout and enabling greater flexibility to be built into staff rotas. This final element is viewed as being key to an increase in numbers of staff putting themselves forward for management roles.
- Successfully challenging Ofsted, bringing benefits not only for Anderida and the young people in their care but also for other providers across the country.
- The introduction of NVR therapeutic approach is bringing many benefits, one of which being a significant decrease in the numbers of young people being lost to secure placements since the introduction of NVR in 2015.

### Conclusions

Challenging oneself and the team to find better approaches in order to facilitate better outcomes for young people is at the heart of Anderida's culture. For example, the constant theme of every AGM is 'This is where we are – how do we further improve?' Every home will take the lead in facilitating debate around key topics. Teams will be talking though about the best course of action on a daily basis. The conclusion is 'Anderida is 'High-performing' for this indicator.

Retention of this culture will be key to Anderida remaining 'High-performing' in the future. The business will want to consider the response to the online assessment survey which suggests some people might not recognise that they do or have a reluctance to take full responsibility for initiating and implementing improvement actions. It is something that is worth further exploration.

## Indicator 9: Creating sustainable success

### Outcome – ‘High-performing’ (‘As is’ – ‘Advanced’; ‘To be’ – ‘High-performing’)

This indicator recognises it is imperative that an organisation is looking to the future and is responsive to change. It investigates whether leaders communicate future priorities and involve people in short and long-term planning. It asks whether the organisation has put in place practice that help people to engage with and embrace change.

It also enquires as to whether the organisation is aware of the relationship it needs to have with stakeholders and its wider community and is thus having a positive impact on the communities and markets it serves.

### Indicator 9: Creating sustainable success



Anderida achieved an online assessment survey score of **6.4**, the joint highest across the survey. This score was **+0.6** and **+0.3** above the overall benchmark and sector benchmark respectively.

The strongest response was to the statement ‘my organisation has a positive impact on society’ where there is 100% agreement that the organisation does have an impact and 65.9% stating their strong agreement with the statement. It is clear the whole team recognise Anderida do have a potentially profound impact on the lives of the young people in their care.

### Focusing on the future – ‘High-performing’

There is clear evidence that leaders and people are involved in long as well as short-term planning. Examples were provided but not exclusive to development of a fostering service to go live in 2018; development of the Scotland home providing an additional placement option for local authorities; roll out of NVR activity to include transition work with families and the

focus on staff ratios. Another advantage of this last item being Anderida will be well placed to staff its new home when that comes on line either later in 2018 or early in 2019.

Interviewees were able to describe why they are so committed to Anderida and its ways of working as these comments illustrate.

*“How we manage behaviours now is phenomenal and is helping us get better results.”*

*“I like what it stands for. It is really inclusive.”*

*“There is a lot of integrity. I know where I stand.”*

The organisation is very open. The practitioner viewed the presentation slides for the 2016 to 2018 AGMs. Comments contained within these presentations demonstrate Anderida is willing to face challenges head on and seek input from all staff about how it addresses those challenges. This means people as well as leaders are consciously developing their capabilities to meet challenges. It also helps to explain why **63.4%** of online assessment survey respondents strongly agree that Anderida has a plan for the future.

Leaders were able to describe how they are partnering with stakeholders to respond to challenges. The examples included but were not exclusive to

- Working on an ongoing basis with the UK’s leading proponent of the use of NVR in this environment.
- Being part of the NVR UK Steering Group, which is accrediting the NVR practitioner qualification. Only people holding this award will be able to state they are accredited practitioners.
- Participating in research projects to evidence the impact of NVR in this environment.
- Undertaking the foundation work required to launch a fostering service. This service will help to provide high quality care at lower fees for local authorities.

#### Embracing change – ‘High-performing’

As referenced throughout the report, Anderida staff are being constantly challenged to help the troubled the young people in their charge. Team members are working in a very dynamic environment and thus change is a normal part of the working day. The various processes and forums Anderida has in place provides opportunity, frameworks and authorities required to undertake constructive change. One interviewee stated

*“I think a lot of us are open to change.....We are also very good at saying we got it wrong let’s go back.”*

Whilst another commented

*“They will say yes, and I can explore things if it ties in with how they want to work.”*

Many examples were provided of where change is being tried out. These included looking at different ways of defining and allocating a young person’s activity budget, whilst another individual is encouraging young people to develop identity books given one issue is Anderida’s young people struggle to develop their sense of identity.

There are also plenty of examples where individuals are championing change such as leading the decision making and digital safe-guarding work; developing as NVR practitioners or getting involved with family initiatives.



A number of the benefits of change have already been referenced elsewhere in the report but include the belief that NVR interventions are generating better and quicker outcomes for young people; contracting changes are enabling Anderida to provide two to one staffing ratios when required and the Scotland home crisis intervention initiative is helping to fill a gap in this type of provision, not least because it offers another option to those young people at severe risk of being sent to a secure placement.

The practitioner viewed sensitive feedback from some of the young people. This correspondence shows that Anderida is willing to be challenged by the young people and will initiate change as a result of this feedback.

### Understanding the external context

Anderida has a recruitment and diversity statement within the staff section of its website. Within the statement Anderida describes why staff diversity is so important. This statement was backed up during the interviews by comments such as

*“There are lots of different people that work here who are valued for their attributes.”*

The breadth of experiences and backgrounds amongst Anderida staff is something observed by this practitioner over several assessment visits.

Leaders and team members gave several examples of building relationships with key stakeholders. These include but were not exclusive to

- Presenting to the local police force to build their understanding and appreciation of Anderida’s ways of working leading to an improvement in that relationship.
- Responding to feedback from the local population regarding the green credentials of the home in Scotland. The team developed a green policy based upon improved understanding of the impact they were having on the environment. Feedback indicates this policy is proving to be effective.
- Growing levels of direct engagement with families. By drawing families into discussions and solutions, Anderida is increasing the likelihood that a young person’s progression will be sustained on their return to their community.
- Various members of the team have supported local charity initiatives in the last twelve months.

Anderida has also identified a need to challenge society’s views regarding looked after children which includes challenging perceptions of some social workers. The organisation is recognising young people should feel protected and safe rather than shame for the situation they find themselves in.

Poems were read at the AGM meeting. These poems set out to explain what it feels like to be a young person in care trying to overcome the challenges they face. The poems include lines such as

*‘Understand me for I am not just another statistic, you need to change your mind set and be realistic. I did not choose the path of the crimes done to me, I was deprived of childlike life innocent and free.’*

### Conclusions

This is a very strong indicator. Anderida staff are constantly in contact with a wide range of stakeholders and recognise the importance of the relationship with each of these parties. It is

also evident that Anderida wants to be part of its communities and seeks to proactively engage with these communities. The conclusion therefore is that Anderida is 'High-performing'.

Anderida is encouraged to consider the following continuous improvement suggestions:

- Think about how Anderida will feedback the performance and impact of the fostering service and work to promote NVR to external agencies to the wider team. One of the current strengths of planning is the team are actively informed involved and Anderida will want to ensure this continues as its scope of activities broaden.
- There is a focus upon challenging' society's perceptions and prejudices regarding looked after children. How will Anderida assess the impact of its work in this area?

## Implications and Recommendations

The following recommendations for the leadership team are based on the professional judgement and assessment of Anderida undertaken by Paul Cook.

This assessment identified numerous examples of excellent practice being consistently applied across Anderida. It confirms that Anderida is a values led organisation that is committed to delivery of a therapeutically based service. It highlights Anderida as being an organisation that is open to challenge but is also willing to challenge perceptions and beliefs if it is felt these stand in the way of good outcomes for its young people.

Anderida personnel at all levels have to be very resilient and have to work effectively as one team. Supervision has been shown to be critical in supporting both aspects as the evidence has suggested individuals and groups are getting significant benefit from their involvement in these sessions.

Quick and appropriate decision making is also of the utmost importance. People have the structures provided by support plans, Regulation 45 reporting, supervision, WhatsApp groups and the decision-making training to give them the confidence to make decisions but equally they know their decisions will be supported as long as they are made with the best interests of the young person central to the thought process.

There is an extremely accurate correlation between the organisation's self-assessment of its position against the Investors in People Framework and the assessment outcome. The practitioner agreed with the assessment made during the Context Meeting that Anderida is 'High-performing' in eight indicators and 'Advanced' for the remaining indicator. This is sufficient for the practitioner to recommend that 'Platinum accreditation be awarded, which is an outstanding achievement.

This assessment has used the Investors in People sixth-generation Framework to benchmark the organisation using a world recognised high performance standard. Analysis of the data has identified areas for further improvement. These recommendations should be considered within the overall context of the findings of the assessment. They are provided not only to ensure the organisation can retain its 'Platinum' status but also to assist Anderida to achieve its strategy and ambitions.

Reflection upon the suggestions provided throughout the evidence sections of the report, indicates these can be summarised under the following headings.

### **Retention of Anderida's highly effective culture**

Anderida's culture is fundamental to its success. Culture will though continue to evolve as Anderida evolves. The organisation is encouraged to consider how the potential decrease in visibility of the two most senior people will impact the organisation as they are drawn towards external work promoting NVR and the impact of NVR, given their importance in setting the cultural tone for the organisation? Who needs to be ensuring the cultural tone is maintained as their day to day visibility declines?

Whilst the evidence strongly suggests people are encouraged to both initiate and implement continuous improvement activities, Anderida may wish to reflect upon why the online assessment survey results suggests a minority do not feel they take full responsibility for doing so?

## **The Fostering Service**

Several suggestions reference the fostering service because it will be coming on line over the next twelve months providing another option for both Anderida and the commissioning authorities. It is important therefore that this facility provides the same level of quality service as the residential care team currently provide.

Consider how Anderida will ensure the same culture permeates through to the fostering service as it develops? Using the organisation values to shape the service will be of great worth. The business will also want to consider how key processes will transfer across to the fostering service and how these might need to be adjusted to fit a subtly different environment?

Anderida is also encouraged to develop a competency framework for this part of the business showing new and existing staff the pathways that might be available to them in this area.

## **Structural Change**

What will be the structural impact of roll out of the fostering service and as scope of NVR work increases? Anderida is moving into new territory so is encouraged to keep structures under continual review. What will new or additional workloads mean for the shape of the administration team for example?

## **Constructive Challenge**

Some excellent examples of constructive challenge making a real difference for Anderida staff and young people were provided during the assessment and referenced within the body of the report.

The ability to constructively and confidently challenge will be as important going forward, especially with external stakeholders, as Anderida rolls out NVR into the wider environment. Continue to develop all staff's capabilities to constructively challenge. There may also be value in introducing coaching to new starters at the earliest possible opportunity, within induction for example.

The values are key to how Anderida operates but perhaps the organisation can find simpler ways to explicitly communicate these to external stakeholders. It is hard to explicitly find them on the company website for instance.

## **Impact assessment**

Anderida is encouraged to be very clear how it will assess and communicate the impact of the fostering service and external NVR interventions. This work will require significant time, effort and money and therefore it is very important that the impact can be communicated to internal and external stakeholders in a timely and effective manner.

This point also applies to Anderida's ambition to successfully challenge negative perceptions regarding looked after children.

## **Recognition and reward**

Indicator five – 'Recognising and rewarding high-performance' was the only indicator not considered to be 'high-performing'. Anderida is encouraged to deliberate the following if it wishes to focus on this area following this assessment.

Firstly, ensure all employees recognise that Kudos is just one of the recognition and reward tools available to Anderida. The evidence suggests other forms of reward and recognition prove to be more effective in encouraging high performance from some people and it is

important all leaders understand what makes the individuals within their team tick, using that knowledge to reward and recognise in a manner that is perceived to be motivational.

Secondly though, do make sure all staff use their Kudos points as some are not receiving the rewards due to them.

Thirdly, think about whether there is more scope to define how high-performing teams can be recognised and rewarded aligned to home or departmental specific goals?

### **Health & Well-being Award**

Health & Well-being of young people and the team is very important to Anderida. With this in mind the organisation may wish to also pursue the Investors in People Health & Well-being Award.

The Award is structured in the same way as the main Investors in People Leadership. Indeed, the Leadership principle and indicators form part of the Award given the evidence linking staff well-being and effective leadership. It would therefore be relatively straight-forward to include this award within a future assessment.

## Next Steps and Key Dates

Accreditation date	12-Month Review	24-Month Review	Accreditation Expiry
06/07/2018	18/06/2019	18/06/2020	18/06/2020

## Annex 1: Assessment outcome table

Final outcome against 27 themes Note: Lowest theme level dictates final indicator outcome		Developed	Established	Advanced	High Performing	Indicator Level
1. Leading and inspiring people	Creating transparency and trust					HP
	Motivating people to deliver the organisation's objectives					
	Developing leadership capability					
2. Living the organisation's values and behaviours	Operating in line with the values					HP
	Adopting the values					
	Living the values					
3. Empowering and involving people	Empowering people					HP
	Participating and collaborating					
	Making decisions					
4. Managing performance	Setting objectives					HP
	Encouraging high performance					
	Measuring and assessing performance					
5. Recognising and rewarding high performance	Designing an approach to recognition and reward					Adv
	Adopting a culture of recognition					
	Recognising and rewarding people					
6. Structuring work	Designing roles					HP
	Creating autonomy in roles					
	Enabling collaborative working					
7. Building capability	Understanding people's potential					HP
	Supporting learning and development					
	Deploying the right people at the right time					
8. Delivering continuous improvement	Improving through internal and external sources					HP
	Creating a culture of continuous improvements					
	Encouraging innovation					
9. Creating sustainable success	Focusing on the future					HP
	Embracing change					
	Understanding the external context					

---

### **Get in touch:**

Call us on 0300 303 3033 today

Follow us on Twitter: @IIP

Go online: [www.investorsinpeople.com](http://www.investorsinpeople.com)



The Investors in People brand, trademarks, methodology and assets are owned by Investors in People Community Interest Company (Company registered in England and Wales No: 10420361).

©2017 The Investors in People name, designs, mark and logo are protected by copyright and international trademark law. For more information or to report a possible infringement please contact [info@investorsinpeople.com](mailto:info@investorsinpeople.com). No part of this publication should be reproduced, sold or copied without the permission of the copyright owner.