INVESTORS IN PEOPLE ASSESSMENT REPORT

Anderida

Presented by Paul Cook
Investors in People Specialists

On behalf of Investors in People South of England

Date: June 2015
Project Number: 14 – 04477

Contents

1.   Introduction

Anderida states that it provides 'outstanding therapeutic residential care for troubled young people'. (Source - **http://www.anderidacare.co.uk/**)

In addition to residential places provided with four, soon to be five, homes Anderida also offers respite care; places at its registered school and services provided through its accredited assessment centre.

The organisation has a very high reputation with local authorities constantly enquiring about the availability of places.

Business ambitions for the next 3 -5 years include:

- Potentially starting a foster agency. Anderida believes it has the capabilities to make this work and feel it will enhance its overall service and offer.
- To open more houses – Anderida believes it has developed people who are ready to take managerial roles within those homes.
- To raise salaries to above market rate to fully acknowledge the high expectations Anderida has of its staff and the commitment they are asked to make.
- To be able to raise fees because of the reputation the business has for high quality therapeutic care.

2.   How to Read this Report

The report is split into several sections and it is not assumed every reader will want to digest the whole report.

Section 3 is an Executive Summary.   It concisely presents the key outcomes of the assessment and therefore might be suitable for sharing with employees.

Section 4 provides an overview of the findings against the chosen visit objectives. Sections 5 & 6 summarise the areas of particularly good practice and opportunities for continuous improvement.

Appendices 1 and 2 précis the overall assessment outcomes and will be of interest to those who are familiar with the detail of the Framework.

3.   Executive Summary

The aim of this section of the report is to concisely summarise the key findings of the assessment. Anderida may want to share this section with the wider team.

Anderida choose on this occasion to be assessed against all the elements of The Standard and the Extended Framework. I was provided with many examples of excellent practice during the course of my visit and after very careful consideration of all the information provided, I was able to conclude that Anderida has achieved Investor in People 'Gold' accreditation. Less than 10% of all accredited Investor in People organisations have achieved the Gold award so I want to congratulate you on this very considerable achievement.

My association with Anderida began in 2006 and it has been very rewarding to observe how the organisation has developed its policies and practice to lead, manage and develop people over almost a decade.

I was particularly struck on this occasion by how comfortable people appear to be with using therapeutic tools such as CBT. You were all coming to terms with the use of these approaches in 2012 (my last visit) but it appears that they have been embedded into your ways of working.

The use of a 'coaching' approach also appears to have been embedded into the fabric of the business. Coaching is defined within the IIP Framework as helping people to identify and adopt their solutions to problems rather than telling someone what to do. I was provided with many examples whereby managers were encouraging teams and individuals to develop and have confidence in their own capabilities and solutions.

Senior managers recognise that your work can be stressful. They therefore asked me to investigate if you felt supported and valued.

You felt that supervisions are very important. They are regular and you confirmed that you can ask for an extra supervision at any point. Some of you also spoke to me about the value you have got from the 1-2-1 CBT supervisions. You also believe that the high quality development you receive has given you a variety of tools to use to help your young people and to manage potentially difficult situations.

The overall conclusion is that Anderida is very supportive of its staff but I have made a few further suggestions in section 6 of the report around topics such as 'risk flags' and development of a 'Health and Well-being' strategy which I hope will further support the business and its people.

You do feel valued. You acknowledged that the business has kept it promise to raise salaries when financial conditions allowed and this is important to you. The Kudos points system has been introduced and I received positive feedback about this from most of you. As good as it is a system like this will not work for everyone and Anderida therefore needs to be mindful of ensuring it has ways to acknowledging the performance and contribution of those who are not enthused by Kudos

As you are aware Investors in People is first and foremost an improvement tool. Other suggestions made in section 6 focus on topics such as developing the strategic capabilities of those leading specific business areas such as the assessment centre; defining what 'inspirational leadership' looks and feels like at all levels of management and perhaps to look at the potential to use external as well as internal mentors.

I will be returning on 3rd September to facilitate a session with the management group to build an initial action plan based upon the development suggestions made in this report and also to introduce the organisation to the 6th Generation version of the Investor in People Framework which is being released in August.

Finally I would like to thank all those people who contributed to the visit. Your participation, openness and honesty is critical to the success of the process.

4. Assessment Objectives and Findings

This section of the report provides feedback on the area Anderida asked me to investigate on its behalf during the course of the assessment

Anderida is aware that employees can encounter very stressful situations because of the nature of the work and believes this may be having a negative impact upon retention levels. It would therefore be useful if the Specialist could investigate how the business manages, supports and demonstrates it values people and therefore whether anything else could be done to help people to cope with these situations.

It is firstly important to state that managers at all levels are very aware that Anderida does ask a lot of its people and that the working environment can be very stressful at times. Managers also recognise the organisation has to provide development and support mechanisms to enable people to grow the capabilities, resilience and coping strategies required to succeed within the environment. Anderida has made significant investment in time, money and effort to provide its people with that safety net.

The comments below illustrate that managers are aware of the challenges their people face:

"People do need a lot of support if they are struggling or getting anxious. Our sessions are more support based and help individuals to develop coping strategies."
"The work is stressful and we need to avoid the situation where people say it is not worth it."
"The team can have extra supervisions if they want them. Our ethos is about being supportive."

People spoke in positive terms about the support and development they receive. There is of course the formal development route which starts with induction and runs through the Level 3 Diploma to the Level 5 Diploma. The team confirmed that they are being supported with those. Whilst time to focus on the qualifications is still a bit of an issue for some, people did confirm that the assessment centre team are developing creative ways to help them to demonstrate their competence as this comment confirms.

"Xxxxx did a number of observations because she knew I learnt best from the practical side of things."

Anderida does though provide various other opportunities for people to develop themselves and thus enable people to broaden the set of tools available to them in their tool kit to support their young people but also to deescalate potentially stressful situations. People spoke positively about the impact of CBT, Restorative Justice Techniques and most recently Non-Violent Resistance for example as these comments illustrate:

"I feel they have put me through so much training which is fantastic. I often feel that (learning) is really going to help me."
"CBT and NVR are both good tools."
"CBT does give you another angle, another way of approaching it. 70% might not impact but it you take bits and pieces of it and it helps with their future and well-being it is worth doing."
"One person (staff member) was having a very difficult time in a home because of how the young person was. We decided to do an NVR and got clear guidance from Yyyyyy and Xxxxx. We saw the young person back off."

The supervision sessions are deemed to be very important, be that the normal 121 supervision, group supervisions or now the 121 CBT supervisions. They are perceived to be very supportive and provide people with the space to decide what needs to happen next. The comments below describe the value people obtain from these sessions.

"The group sessions help you realise everyone feels the same and then you come up with a plan."
"The support is phenomenal. There is a clear chain."
"You can vent, argue it out and sort it."
"We talk a lot in staff meetings. We talk about the areas we want to work on as a whole and then that feeds into the supervisions."
"Whatever we want to talk about we can. No one has a stupid idea."

The above statements also illustrate the absence of a blame culture which means people feel free to talk about the things that have not gone so well as well as the successes.

People confirmed that the organisation has kept its promise to raise salary levels when financial conditions allowed which is appreciated but also seen as being important. The discussions at the AGM have helped the team to recognise why the business is on a stable financial footing and thus can make the awards.

The introduction of Kudos points is also bringing benefits. Most people felt they had had a positive impact on morale and sense of value as these comments confirm:

"They go mental for them. It has brought out the best in a lot of people."
"They kind of give me a bit of recognition for what I do."
"I do look at it to see where I am and what I can cash in.

Anderida recognises it has a bit more work to do to give non-residential staff more opportunities to accumulate Kudos points and it is right that it should do so.

There are a couple of people who are not particularly motivated by the Kudos scheme. This is fine because everyone is different and therefore it is almost impossible to develop something that everyone will relate to. It is important though that Anderida is aware of these people and finds ways of ensuring these people also feel their efforts are appropriately recognised.

The overall conclusion that Anderida is doing a lot to ensure people typically do not become overly stressed but when these events do occur support mechanisms are rapidly applied to help people to cope and move forward in a constructive way.

There are a few suggestions that I have to further support Anderida and these can be found in section 6 of this report.

5. Strengths and Areas of Good Practice

The purpose of this section is not to list every piece of high quality practice observed during the course of the visit. It is to succinctly summarise the areas which appear to be having significantly positive impact for Anderida at this point in time.

- **Continued from 2012 –** Many of the instances of good practice observed in 2012 have been continued through to 2015 including:
  o   Adherence to the company ethos and values
  o   Culture of continuous learning
  o   Recognition of the importance of a robust and evolving recruitment process
  o   Use of the AGM as a forum for open discussion of key topics and decision making.

- **Confidence in the use of therapeutic approaches –** The use of CBT had only recently been introduced in 2012 and people were still in the process of coming to grips with what it was and how it could be used. CBT now appears to have been embedded into the business. It also appears that the confidence gained from this experience is also helping staff to be open to the implementation of other therapeutic techniques such as NVR and Restorative Justice.

- **Supervision –** As referenced in section 4 of this report people obtain a lot of value from their supervision sessions be those 121 or group supervisions. People also welcomed the introduction of 121 CBT supervision because of their focus on this occasion on them rather than the young person.

- **Support with Induction and Diplomas –** Whilst some people do experience some difficulty in finding the time to complete Induction or Diplomas, the team did positively welcome the support they are getting from the assessment centre team to help them to complete their modules. They especially referenced the flexibility they had to collect and present their evidence in different ways.

- **Coaching –** Coaching appears to have been embedded into the culture of the business. Raised stress levels are often directly related to feelings of a lack of control. A coaching approach helps people to develop their own solutions to problems and thus feel they can remain in control.

- **Kudos Points –** These have had a positive impact overall. Importantly the points reward people for their attitudes and behaviours as well as for outcomes.

- **Development of the next group of seniors –** The approach being taken is to be applauded. That group of people are developing a clear understanding of what will be expected of them and are being given the opportunities and support to develop the required capabilities.

- **Anderida and its Community** – Whilst the work in this area is in its early days to some extent there is good evidence that the team understand the importance of being a part of their local community and are developing plans to further engage with their community.

6. Opportunities for Continuous Improvement

These improvement suggestions are designed to further build upon the good practice that is already in place.

The first set of comments are designed to help Anderida further improve how it helps staff to manage / avoid the build-up of stress.

−   **Opportunity to undertake other work related activities** – It was interesting to note that those who had taken the opportunity to be involved with work activities other than the direct support of the young people felt these had helped to reduce their stress levels. Is it feasible to broaden the net so that as many people as possible have an additional responsibility which gives them a mental as much as physical break from direct care delivery?

−   **Maximum shift cut-off point –** Should there be a written policy that puts a limit on the number of shifts / hours anyone can work over a set period of time (3 months for example)? That is a policy statement that working beyond this limit is 'unhealthy' and therefore unacceptable given Anderida's ethos.

−   **Develop a 'stress grid' –** Visuals based on agreed criteria might enable Anderida to monitor an individuals' exposure to stress over time and therefore prompt pre-emptive action even though there may not yet be any overt signs of stress.

−   **Incentivising drivers –** Is there any way driving can be incentivised, be that rewarding those who do drive or supporting others to get their licence as long as they are willing to drive for Anderida of course.

−   **Health and Well-being strategy –** We can look at personal well-being from a number of different perspectives. Those are perhaps Physical Well-being; Psychological Well-being and Social Well-being. Anderida already address aspects of all three through current policies and procedure but there might be value in documenting the strategy for each of the three areas and then asking the team if they believe there is anything extra the business could introduce or refine for each of the three dynamics.

Development opportunities in other areas could include:

−   **Strategic leadership development –** It was enlightening to note that whilst both the School and Assessment Centre Leaders spoke about their 'operational' development needs and how those are being supported, neither referenced development of their 'strategic' capabilities. Both though will be responsible for the development of their area of the business and thus could benefit from the development of their 'business' acumen.

−   **Creation of a vision / business plan for the School and Assessment Centre –** Linked to the above could the area leaders and their teams be encouraged to define and develop vision and business plans specifically for their business area? The same concept should also apply to the Foster Care service as and when it is launched.

−   **Inspirational Leadership – Anderida is encouraged to have the discussion about what this means at each level of the business.** What does a truly inspirational Home Manager, Deputy Manager, Senior, Assessment Centre Manager and so forth really look and feel like. What key traits (which are often behavioural) would these inspirational leaders consistently portray?

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- **Managers consciously taking on board constructive feedback –** There is no doubt managers are consistently looking for feedback from their teams. It was noticeable though that not all managers could give examples of how they had consciously tweaked their approach in response to constructive feedback from their team members. Encourage all managers to overtly reflect on that feedback and to describe how they will amend their approach in light of that feedback.

- **Use of external mentors –** There could be value in the occasional use of external mentors. Would the Education Co-ordinator for example benefit from developing a mentor relationship with the Head or Deputy Head of a local school?

- **Use of clear and defined measures to objectively assess impact of learning and development or how Anderida has got better at managing and developing its people –** Anderida managers and staff can intuitively provide examples which suggest learning and development has had a positive impact on performance. The organisation could still though benefit from using a defined list of measures to initially benchmark and then monitor the impact of learning and development and its strategies for managing people.

  A long list of potential measures will be provided separate to this report and Anderida is encouraged to rationalise that list down to a much shorter list of its choosing.

- **New Investors in People Framework –** Please be aware that the 6th Generation Framework is being launched in August 2015. There has been a fundamental and thorough review of the Framework and therefore the new version is very likely to be different in respect of scope and content. Anderida is encouraged to familiarise itself with the Framework when it is available. We can begin to look at it during the Improvement Planning Meeting.
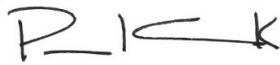
7.   Recommendation and Next Steps

Having carried out the assessment process in accordance with the guidelines provided for Investors in People Specialists by Investors in People – United Kingdom Commission for Employment and Skills, the Investors in People Specialist is totally satisfied that **Anderida** meets the requirements of the Investors in People National Standard.

The organisation has also met **121** evidence requirements from the 'Your Choice' part of the Investors in People Framework. Therefore, I am very pleased to confirm that the organisation has achieved **Gold** accreditation.

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

The organisation should discuss the timing of the next assessment with their Investors in People Specialist, using the Improvement Planning Meeting to agree the best strategy for future use of the Investors in People framework.

RICK

Investors in People Specialist

Date: 1st July 2015

8.   Client Feedback

Client Satisfaction Questionnaire

Both the Investors in People Specialist and Investors in People South of England would welcome your feedback on this assessment and you will shortly be supplied with a Client Satisfaction Questionnaire from Investors in People to complete. Particular importance is placed on the feedback given by client organisations on Specialists, therefore we would very much appreciate it if you would complete the questionnaire.

Promoting continuous improvement

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

Please contact your Account Manager: Jennifer Tarjanyi, on 0207728 3107 or email jennifer.tarjanyi@iipsouth.investorsinpeople.co.uk to find out more about Investors in People and how we can help your organisation.

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APPENDIX 1: Summary of findings against each Topic

This part of the report succinctly summarises the evidence provided and confirms that **Anderida** is an Investor in People and has achieved additional **Gold** accreditation. The section has been written to reflect the 'The Investors in People Framework – A summary of its contents', which is structured by Indicator and then by Topic.

The evidence gained from 'top managers', 'managers' and 'people' within these 'topics' are collated to provide a better flow to the narrative.

Business Strategy – Indicator 1
All the chosen evidence requirements except 12, 18 and 25 have been met. (1.3 & 1.5 are not applicable)

Topic (ERs)	Conclusions
Vision, Purpose and Plan (1, 2)	There continues to be a clear sense of purpose and strategies for the delivery of that purpose.
People involved in planning (4, 6)	People are actively involved in several areas of planning whether that be in the creation and implementation of plans for the young people or planning in areas such as development of the school, the assessment centre or home development.
Clear core values relate to vision and strategy (7,11, 13, 17, 19, 23, 24)	Anderida has a clear set of values focused around being child centred and the provision of therapeutic care. There is strong evidence that managers and staff are committed to the values and that these drive decision making. Most important is the question - will the young person be right for Anderida and will Anderida be the right placement for the young person?
KPIs are used to improve performance (9, 15, 21)	The organisation is driven by number of KPIs whether those be external such as meeting OFSTED and regulatory requirements or internal such as those around supporting young people to achieve their outcomes or achievement of qualifications within set timeframes. The organisation is constantly reflecting on what is and is not working and takes action based upon those reflections.
Social responsibility is taken into account in the strategy (10, 12, 16, 18, 22, 25)	In one way all of Anderida's activity with its young people is driven by its sense of social responsibility, but these evidence requirements focus specifically on how an organisation recognises its responsibilities as a member of its community. There has been a greater focus and emphasis on this in 2015 and staff within all the homes are looking at how they can help Anderida to form greater links with their local community. Therefore elements 10, 16 and 22 are met. However it is too early to conclude that social responsibility, as defined by the IIP Framework, is embedded into the culture of the organisation so elements 12, 18 and 25 are not yet met.
People and stakeholders are involved in strategy development (8, 14, 20)	Anderida has involved both internal and external stakeholders in the development of strategy. Staff particularly enjoyed the recent AGM where they were actively involved in decisions around re-definition of the company ethos and the purpose of their role

Learning and Development Strategy – Indicator 2
All the chosen evidence requirements have been met.

Topic (ERs)	Conclusions
Learning priorities are clear, resourced and linked to the plan. People are involved (1, 2, 3, 4)	People are clearly involved in identifying their development needs and are well supported by their supervisor, mentor and members of the assessment team.
Learning and development strategy builds capability (5, 8, 12)	There is a continued emphasis on building capabilities whether that be ensuring people have completed Level 3 Diplomas; are ready to be considered for a senior role; able to take on new roles within the organisation or broadening their capacity to apply CBT or Restorative Justice techniques for example.
Plans take account of learning styles (10, 15)	Team members are required to complete their induction and Diplomas within certain timeframes. Managers and assessors are using their awareness of learning preferences to help people to achieve these goals.
People help make decisions about their own team's learning (9, 13, 14)	There are plenty of opportunities for teams to reflect on team development needs be that during group supervision, during house meetings; during the AGM or during team meetings. These discussions might identify a specific need or simply lead to an agreement to try a different technique or approach to support the young person.
Learning and development is innovative and flexible (6)	Learning and development is innovative and flexible. Anderida is always open to changing policy and practice and to new ideas and approaches.
Culture of continuous learning (7, 11, 16, 17)	There is general agreement that every young person is different and therefore that a one size fits all approach is not appropriate. This recognition coupled with ongoing changes in legislation and regulation means the whole team recognises the need to be constantly learning and evolving both individually and as an organisation.

People Management Strategy – Indicator 3
All the chosen evidence requirements except 29 have been met

Topic (ERs)	Conclusions
People are encouraged to contribute ideas (1, 5)	People are given every opportunity to contribute ideas. The team also value that there are so many colleagues available to them to support their development.
Equality of opportunity for development and support (2, 3, 4)	Learning and development is a high priority at Anderida. Practice and process such as 121 and group supervision; the assessment team; access to regular training and the skills matrix are all available to ensure people get access to the support and development they need.
Recruitment process is fair, efficient and effective (6, 11, 14, 19, 22, 27)	Anderida has a very robust and well defined recruitment process and is acutely aware that recruiting people with the aptitudes to succeed in what is at times a stressful working environment is critical to its overall success.

People were able to confirm their involvement in a couple of the stages of the process and describe how they objectively contribute to decision making. |
| A diverse, talented workforce is created (7,12, 15, 20, 23, 28) | Whilst Anderida is of course happy to recruit people with previous experience it has also consistently recruited people with no experience as long as they demonstrate attitudes that are aligned with the organisational ethos. Anderida thus employs people taken from a broad range of backgrounds and with a variety of different experiences.

Some of those practical skills and experiences are used to engage the young people whilst the simple fact that people within Anderida are so different also sends a strong message to the young people that it is ok to be different and that everyone thus brings something of value. |
| Work-life balance strategy meets the needs of the organisation and its people (8, 13, 16, 21, 24, 29) | A number of individuals spoke about how they valued the flexibility Anderida shows around shift patterns. For some it is important to have fixed shifts so they can plan other commitments whilst other value the opportunity to adjust shifts when the needs arise.

Anderida is also acutely aware that its employees encounter some very stressful situations and has instituted a number of processes such as personal supervision and coping strategy training to help people to deal with those situations.

Whilst the overall perception of work-life balance is good, there were a few people that felt there were instances when too much was asked of certain individuals and that work-life balance suffered on occasions. Given there was this reticence to conclude that work-life balance was always managed well the conclusion is requirement 29 is not met. |
| Constructive feedback is valued (9, 17, 25) | Everyone at Anderida recognises the importance of being open to the giving and receiving of constructive feedback. It is happening all the time and there is a realisation that Anderida could not adequately function without it. |
| The structure makes the most of talents (10, 18 26) | The business is growing and people's skills are being developed so that they are in a position to populate important posts be that within the school, assessment centre or within the homes.

Appraisal and supervision help the management team to understand where people's skills and interests lie and therefore how those can be exploited to the benefit of the individual, the young people and the organisation. |

Leadership and Management Strategy – Indicator 4
All the chosen evidence requirements have been met

Topic (ERs)	Conclusions
Manages are clear about the capabilities they need to lead, manage and develop people (1, 2)	Managers at levels continue to understand what is expected of them. The Diploma Level 5 also helps them to develop a deeper understanding of the knowledge, skills and behaviours they need to be able to deploy to be effective and support managers.
People know what effective managers should be doing (3)	People look to their managers for support and guidance but equally understand that they will not be 'micro-managed' and thus will have levels of authority and autonomy within their role.
Leadership and management capabilities for now and the future are defined (4, 9)	All managers are expected to achieve a level 5 diploma whilst a couple are also developing their skills in the provision of therapeutic techniques and thus are further supporting team members through specific interventions. The organisation will shortly be recruiting to the 'Senior' role and those interested have been given the opportunity to develop a PDP aligned to the requirements of that role. There is a conversation to be had to help those who are responsible for the school and assessment centre to develop their 'strategic' as opposed to 'operational' management capabilities but there is sufficient evidence to conclude these requirements are met.
Managers are helped to acquire these capabilities (5, 6, 10, 11)	Managers are being supported to achieve their level 5 Diploma. Managers are also supported through the supervision process and are engaged in the management meetings. 'Coaching' is a fundamental component of therapeutic therapies. So the management team's exposure to these therapies has also significantly supported the development of their capabilities to 'coach' their teams
Leadership and management strategy links to business strategy taking account of external good practice (7)	Anderida wants to ensure that it has 'professional' managers and believes that the Diploma Level 5 is an important factor as it introduces candidates to different models and approaches. It is aligned to business strategy as Anderida is developing managers able to support delivery of its growth aspirations.
Everyone is encouraged to develop leadership capabilities (8, 12, 13)	People are encouraged to pursue their interests and ideas. This is a vocation where people have to be able to think on their feet and are very much encouraged to do so. Anderida sets high expectations for the staff but provide the support and development which enables people to meet those expectations.

Management Effectiveness – Indicator 5
All the chosen evidence requirements except 13, 15, 20 and 23 have been met

Topic (ERs)	Conclusions
Managers are effective and can describe how they lead, manage and develop their people (1, 2, 3, 4)	People confirmed that constructive feedback is readily available be that through formal supervision and appraisal or simply via a timely phone call or face to face chat. Other ways managers are effective includes the provision of learning and development opportunities; engaging people in decision making and through taking a lead in the provision of therapeutic care and thus role-modelling this for colleagues.
Managers are role models of leadership, teamwork and knowledge sharing (5, 6, 7, 9, 10, 14, 15, 16, 17, 22, 23)	Managers at all levels are good role models. They are open and inclusive and role model organisational expectations for the care of the young people. They also proactively encourage people to make their own decisions. There are many avenues available to help facilitate the sharing of knowledge and information including various examples of group supervision; communication of Reg 44 report outcomes; home meetings and the AGM. People were thus able to confirm managers are open and honest and that they have confidence in the capabilities of top managers. Indeed top managers are inspirational. They are sharing and involving people in the development and implementation of the organisational vision. Managers are effective, but there would be value in discussing and agreeing what an inspirational home manager; deputy manager, assessment centre manager and so on really looks and feels like. This would help those people and their team members to objectively reflect upon whether all managers are 'inspirational' at their level and position. Requirements 15 and 23 are not yet met.
Coaching is part of the culture (8, 12, 19, 25)	Anderida had made significant strides in the use of a coaching approach as one of its key leadership tools. There is evidence of the use of coaching techniques in group and 121 supervision and in informal conversations between a manager and team member. As one manager stated the culture is to help people to look at difficult issues and to help them to develop their solutions which exactly what a coaching culture encourages.
People are helped to develop their careers (11, 18)	People are being helped to develop their careers. The process currently being implemented to give project workers the opportunity to become seniors over the next few months being an excellent example of this.
There is a culture of openness and trust (7R, 10R, 13, 17R, 20, 21, 24)	As stated above there is a very open and inclusive culture. The giving of feedback to managers is encouraged. There could though be more consistent evidence of managers being able to give examples of making adjustments to their approach following that feedback. Requirements 13 and 20 are not met. NB - it could be possible to tie this in with the comments made regarding inspirational leadership. That is – have the conversation around what inspirational leadership looks and feels like at all levels and then use feedback systems to help managers to reflect upon what they need to tweak to become inspirational.

Recognition and reward – Indicator 6
All the chosen evidence requirements have been met (6.5 & 6.14 are not applicable)

Topic (ERs)	Conclusions
People believe they make a difference / People believe their contribution is valued (1, 2, 3)	People fully understand how they contribute to the business and they do feel valued.
Reward and recognition strategies link to business strategy and are externally benchmarked (6)	The reward and recognition strategy is linked to business strategy as it rewards the actions and behaviours that are aligned with the organisational values and are supportive of the young person's development. Top managers have also kept their promise to raise salaries when it became financially prudent to do so.
Managers people and representative groups (where these groups exist) are involved in developing the reward and recognition strategy (8, 12, 18)	Managers and people have been involved in the development of the Kudos points scheme. Those in non-direct care roles have also been recently asked to help find ways to make it easier to recognise non-residential care staff.
What motivates people is understood and taken into account (4, 9, 10, 15, 16)	People did think the reward and recognition processes are fair with a number confirming that how Kudos points can be won and used is openly communicated in the staff section of the company web site. The belief is that most people are motivated by the Kudos points system and managers also believe it helps them to get the best from their people Managers do get to know their people well and take this into account when devolving tasks as well as when rewarding people.
Success is celebrated (11, 17)	The reward of Kudos points is also celebrated within the company's newsletter. As stated above recognition of what they do is giving some people the additional confidence to do even more.
Benefits strategy goes beyond legal requirements (7)	Benefits do go beyond basic legal requirements. The team have been involved in designing how Kudos points can be used.
Colleagues achievements are recognised (13, 19)	There is a culture of saying well done. Group supervision gives people a formal opportunity to say to a colleague that "*you did very well there*" and it is also a part of incident de-briefs for example. The overall feeling is that there is a culture where people recognise the importance of saying well done given the stressful environment that people sometimes work within.

Involvement and Empowerment Indicator 7
All the chosen evidence requirements have been met

Topic (ERs)	Conclusions
Ownership and responsibility are encouraged / people are involved in decision making (1, 2, 3)	Ownership and responsibility for decision making continue to be actively encouraged. It is recognised that people have to be given the authority and autonomy to make decisions for themselves.
Effective consultation and involvement is part of the culture (4, 6, 7, 13, 17)	Anderida has numerous formal and informal forums which help to engage people in the decision making process. These appear to be timely and to involve the right people given the nature of the situation or event. People have been involved in the design of consultation arrangements. One such example being where the admin and school teams both asked for and got their own CBT supervision sessions.
People are trusted and supported to make decisions (9, 12, 14, 15)	Supervision seems to be a key way in which managers provide people with the support they need, which in turn helps to give them the confidence to make decisions. There have also been some good examples of communication between the school and the homes which has helped to ensure a consistent approach to decision making in regard to the young person is applied across both locations.
Knowledge and information are shared (5, 10, 14R)	Knowledge and information is shared. The processes described above help to facilitate the sharing of knowledge across different groups of people resulting in informed decisions being made and the dissemination of good practice across the organisation.
People are committed to success (16) / There is a sense of ownership and pride in working for the organisation (19)	People are very committed to the success of the organisation. They recognise they are supporting much damaged young people and are therefore committed to giving them the opportunity to progress in their lives. There is therefore real satisfaction when there is evidence of a young person making progress. People are proud of the work that they do and of the company's ethical approach to that work. They also believe that outcomes are achieved as a direct consequence of adopting a true team approach.
There is a culture of continuous improvement (8, 11, 18) / People can challenge the way things work (11(R), 18(R)). /	The organisation is always seeking to get better and its commitment to approaches like CBT and NVR are examples of this, whilst the positive feedback received from stakeholders such as Local Authorities, family members and OFSTED are testament to the quality of support provided to the young people. People feel able to constructively challenge with forums such as home meetings, group supervision and Reg 44 report reviews providing the opportunities for those constructive discussions. Most importantly these forums facilitate agreement around the way forward.

Learning and Development – Indicator 8
All the chosen evidence requirements have been met

Topic (ERs)	Conclusions
People's learning and development needs are met (1, 2, 3)	Managers and people described how the organisation ensured development needs are being met. There is an extremely thorough induction process which complies with national standards. Induction is very important to Anderida as it aims to ensure new starters get the guidance and support they need in what is a critical first phase of their career with the business.
Learning and development resources are used effectively (4, 8, 13, 16)	Anderida has a broad range of resources to call upon to support the development of its people including qualified assessors; a Clinical Psychologist; e-learning modules and in-house mentors. Learning is shared via group and 121 supervision sessions and through shift and incident de-briefs. People believe they are well–supported in their learning and thus are able to put that learning into practice within their role.
Learning is an everyday activity (11, 14, 18)	Learning is an everyday event. The young people in their charge have different challenges and are different from each other and the team recognise a 'one size fits all' approach is not appropriate. The encouragement is always to try new approaches and if these don't work then they can be calmly discussed in supervision or in de-brief.
Innovative and flexible approaches to learning and development are used (5)	The organisation is developing its assessment team and their qualifications so that candidates can be given better support in house. 121 CBT supervision has been introduced to give people an opportunity to focus specifically on their personal needs and feelings.
People are given the opportunity to achieve their full potential (9)	Several people were interviewed who felt they had been developed and had either progressed through the organisation or had added more responsibilities to their current role. Anderida has supported that development through a combination of providing the required learning and just through simply encouraging people to believe that they are capable of making progression.
All learning is valued and celebrated (6, 10, 15, 17)	Learning is most definitely valued. Managers and staff commit a lot of time and effort to their learning recognising how it grows their capabilities to support their young person and to progress themselves. Learning is also celebrated. Qualifications are celebrated through the newsletter; the AGM and the award of Kudos points. The motivation to learn is also celebrated through the award of Kudos points.
Mentoring is used (7, 20)	Anderida does use mentors. Each new starter is given a mentor. Whilst initially the mentor is there to support the individual through their first phase of employment with Anderida, the relationship is seen as a long term one and the mentor is a different person from the supervisor which means the conversation is not necessarily focused on immediate performance issues. Anderida also provided examples where people working towards long term qualifications have an external mentor supporting that goal.

	There is sufficient evidence to conclude the requirements are met, but perhaps there is also scope to make greater use of an external mentor. Would the school co-ordinator, for example, benefit from being mentored by an experienced headteacher in the locality?
Personal development is supported (12, 19)	Personal development is supported. Individuals are being developed to progress through the organisations and can pursue interests. Qualifications for the young people in farming and sports exercise have been developed around the particular skill sets of staff members for example .

Performance Measurement – Indicator 9
All the chosen evidence requirements except 7 have been met

Topic (ERs)	Conclusions
Investment in learning can be quantified (1, 2, 3)	Top managers were able to describe the considerable investment in time, money and effort made to support the development of its people. The organisation is performing well. It is full and producing good outcomes for its young people. This is down, in part at least, to its commitment to and capability in the use of therapeutic care therapies. This performance is noted by local authorities who are very keen to place young people with Anderida. Its commitment to the development of its people has also enabled it to expand its services most notably in the purchase of a further home; development of the school and development of the assessment centre.
Impact can be demonstrated (4, 5)	The examples managers and people gave to describe the impact of learning and development on performance included using difference choices of language to convince young people of the importance to attend school; developing the skills and confidence to try restorative justice techniques and people completing their induction and diploma 3 requirements on time.
The contribution of people strategies is measured and evaluated (6)	Top managers explained that in every supervision people are asked how they can evidence therapeutic interventions and what training have they undertaken since the last session and how has that been used. This is one of the ways the organisation monitors and evaluates a sustained change in the behaviour and performance of individuals. The organisation also of course monitors the impact by looking at the outcomes achieved by the young people. As stated above, local authorities are very keen to place young people with Anderida because of the outcomes achieved.
Impact on KPIs can be described (7)	Whilst top managers fully appreciate the importance of learning and development activities and can describe areas where it is having an impact, it is not clear if the organisation is using a specific selection of KPIs to consciously assess the impact of learning and development activities. Requirement 7 is not met.
Performance improves as a result (11,13, 14)	Managers are heavily involved in a variety of evaluation activities be that the overall performance of the home (Reg 44 /45); group supervisions; de-briefs; 121 supervisions or qualification assessments. They are therefore well placed to observe and comment upon an improvement in the performance of an individual or team as a result of learning and development activities. People are also part of these reflection processes. Both groups commented upon the value of individual and group CBT supervisions; gave examples of where CBT, restorative justice techniques and just simple group discussions about the best way forward had generated better outcomes. People are also aware that the business has been getting more referrals because of its performance which is one of the reasons why the company will shortly be opening a new home. Essentially people recognise that the more development they have, the better they get at their job which is likely to bring more benefits for the young people in their charge.

Career prospects improve (12)	People spoke positively about their career prospects. They are following a recognised qualification pathway for their sector and are also being introduced to a broad range of CBT and other therapy techniques. They are aware the organisation is growing and diverging which will offer up more personal growth opportunities.
Flexible and effective approaches to measuring return on investment are used (8)	Anderida has a variety of ways of monitoring and reporting the return on investment on its people strategies. Feedback from home reviews; Reg 44 reports; from the assessment centre and the AGM discussions for example help managers to understand the effectiveness of its people management strategies. It can get better at *'measuring'* the impact perhaps (see comments under requirement 7 in this indicator and requirements 7 & 9 of indicator 10) but there is sufficient evidence to conclude this requirement is met.
Return on investment in people is reported to stakeholders (9)	The organisation has to involve all stakeholders in monitoring its performance. The placement authorities still have a responsibility for the young people and therefore want to know how their young person is progressing whilst regulatory bodies such as OFSTED want to be reassured that standards are being achieved. These interventions give Anderida's top management team the opportunity to speak about the work they are doing and therefore how the use of a therapeutic approach for example is generating benefits. By definition therefore, Anderida is describing the impact learning and developing is having on performance to its stakeholders.

Continuous Improvement – Indicator 10
All the chosen evidence requirements except 7 and 9 have been met

Topic (ERs)	Conclusions
Evaluation results in improvements to people strategies and management (1, 2, 3)	There have been a number of improvements to the way the organisation manages and develops its people. These include the introduction of 121 CBT supervision; ongoing improvements to the induction and diploma programmes introduced by the assessment team and the inception of 'coping strategies' training to help manage stress levels.
Self-review and information from external review are used (4, 5, 10)	Managers take feedback from Reg 44 audits; the IIP annual visits; AGM sessions; CHAT reviews and other sources to help them to improve strategies for managing and developing people. This feedback has informed the changes referenced above and more.
Effective methods are used to understand people's views on how they are managed (6, 7, 11, 12, 13, 14)	Anderida is a listening and open organisation. It will make changes in collaborative way. In many instance this is about evolution of policy and practice because feedback and reflection is ongoing. People are thus able to confirm that they are involved in identifying improvements and their belief that managers are genuinely committed to making those improvements. Similar though to the point made about KPIs in indicator 9, there is no evidence that managers have identified a specific range of measures which it is using to objectively monitor people's views on how well they are managed. Requirement 7 is not met.
Internal and external benchmarking are used (8)	External benchmarks are being used such as those provided by OFSTED; the IIP Framework and Reg 44 Standards to inform how Anderida manages and develops its people.
People's views on how they are managed improves (9, 13R, 14R)	The comments provided above describe how requirements 13 and 14 have been met. Requirement 9 is directly impacted upon by requirement 7 and therefore cannot be met at this juncture
People believe it is a great place to work (15)	People spoke very positively about Anderida, its ethos and its culture. It can be a very stressful environment but it can also be a very rewarding one and people are proud of their achievements.

APPENDIX 2 - Outcomes Table - Evidence Requirements Framework

The Standard
Total number of core evidence requirements assessed - **37**
Total number of core evidence requirements met – **37**
Total number of core evidence requirements not applicable - **2**

ERs	Indicators									
	01	02	03	04	05	06	07	08	09	10
1										
2										
3	n/a									
4										
5	n/a									
6										

Your Choice
Total number of additional evidence requirements assessed - **155**
Total number of additional evidence requirements met – **144**
Total number of core evidence requirements not applicable - **2**

ERs	Indicators									
	01	02	03	04	05	06	07	08	09	10
4	Core	Core	Core		Core				Core	
5	Core		Core			n/a			Core	
6	Core									
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8										
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