INVESTORS IN PEOPLE®

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Feedback

Anderida

Project number: 21-00845
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You did it!

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You're at the Platinum level of our We invest in people accreditation.

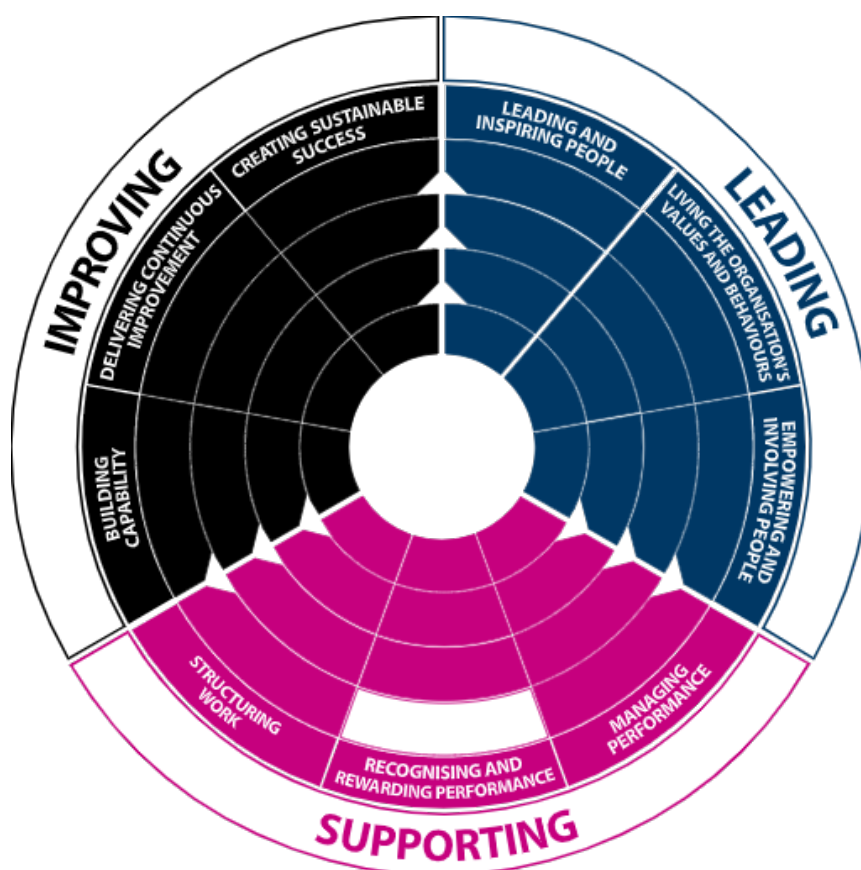## Detailed feedback and recommendations inside...

- What to be proud of
- What to work on
- Our recommendations
- What's next

Key dates

Please note the dates for the 12-month meeting and beyond reflect the original assessment due date of 18/06/2021.

Accreditation date	12-month meeting	24-month meeting	Accreditation expiry
20/09/2021	18/06/2022	18/06/2023	18/06/2024

At a glance

This was another very positive assessment visit.

The tone continues to be set by senior leaders who are trusted by the team. Importantly senior leaders have successfully devolved some of their operational responsibilities. This enables them to focus on matters of strategic importance, whilst giving opportunities for others to 'step-up'.

Indeed the evidence from this assessment confirms middle leaders have grown both in confidence and capability, bringing benefits for Anderida in areas such as referral management, safeguarding and further embedding of therapeutic approaches.

This assessment has also demonstrated how important supervision is. Anderida has a very dynamic approach to performance management. Supervision, in its various guises, provides invaluable opportunities for individuals and teams to reflect upon their practice. This protected time helps to build resilience and gives those involved the chance to recognise the impact and importance of their actions, even when the evidence might not be initially apparent.

Anderida provides various pathways for people to develop their skills and to meet their aspirations. This variety is important and contributes to Anderida's excellent staff retention rates. It also ensures skill and knowledge is kept within the business and that people are doing what they want to do.

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Anderida has in my experience never been an organisation to rest on its laurels. On this occasion continuous improvement has been demonstrated for example through the introduction of both ReAttach Therapy and the Anti-discrimination Taskforce. The latter has provided an opportunity for team members to take a lead and to constructively challenge the organisation in line with its values.

It would also be wrong to not acknowledge the very real sacrifice all the team made to ensure young people and families continued to receive continuity of high-quality care and support throughout the COVID pandemic.

I therefore am very pleased to confirm Anderida's retention of its **Platinum** We Invest in People accreditation and I congratulate you all on this fantastic achievement! I very much encourage you to celebrate the award as a team when you have the opportunity.

Of course, improvement is a continuous process and there are actions Anderida can still take to constantly improve. Those are discussed in detail beginning on page 8 and then throughout the evidence section of the report. I will though highlight a couple of key areas within this summary.

Anderida was until very recently due to be sold to the Esland Group. It is important, now the sale is not going ahead, to speak openly and clearly about Anderida's plans as an independent organisation. The future remains exciting, and people will want to hear about those opportunities.

Time and resource is finite and thus an ongoing challenge for Anderida, especially as it is an ambitious organisation always wanting to do more. There are some thoughts on how Anderida effectively prioritises the application of both time and resource.

This area then overlaps with ensuring people feel valued, especially as the resourcing challenge can infringe on people's free time. The time could be appropriate to look at our 'We Invest in People' Framework as another way of support employee wellbeing and attracting new people to Anderida.

I also speak within the recommendations about continuing to positively exploit Anderida's very effective approach to performance management so that it works as good as it could do for all.

I would like to thank all those who contributed to the assessment process in any way, and I particularly acknowledge the time and effort Patricia Gaspoz put into organising the interview schedule.

What to be proud of

- People continue to have high levels of trust in the leadership team.

- Senior leaders are succeeding in their ambition to devolve some of their responsibilities.

- And those to whom these responsibilities are devolved to are thriving!

- People are drawn to and remain with Anderida because of its values.

- The team believe therapeutic approaches are now part of what you are and produce great results.

- Constructive challenge is encouraged as evidenced by the creation of the Anti-discrimination Taskforce.

- People are empowered. They could not effectively do their jobs if they were not.

- Supervision in its various guises is a very important tool providing space for reflection and the identification of solutions.

- Coaching is an integral part of your approach to supporting and developing people.

- The recent AGM had a focus on achievement. This is important as it allows people to reflect upon the impact of their commitment to your young people and their families.

- You have a very resilient team willing to step up to the challenges placed before them.

- A very obvious example being your collective response to the COVID pandemic.

- The team are given opportunities to grow in ways which match their aspirations and motivations.

- You continue to look to the outside world for feedback and ideas. As evidenced by the introduction of ReAttach therapy for example.

- Your commitment to diversity, challenging bias and discrimination remains strong.

- The team appreciate how they make a difference.

What to work on

- Identifying what other key tasks people can responsibility for key tasks as this is generating real benefit for you.

- Challenging Home Managers and Deputy Managers to take the role of becoming the custodians of your values.

- You are continually faced with resourcing challenges, not least because of your ambitions. Further consider how you prioritise the application of your valuable time and energies.

- Help your newer team members especially, to make best use of Anderida's dynamic approach to performance management as this differs from what they may have experienced elsewhere.

- Encourage those who lead supervisory sessions to further reflect upon how they might improve their practice.

- You recognise organisational need can intrude on personal time. Consider what further can be done to reduce these intrusions.

- Help those who are potentially put off management by perceptions of how demanding a role it is to fully understand if those concerns are real or not.

- Further promote the fact that Anderida delivers upon many of the factors that make it an organisation attractive to potential recruits in 2021.

- Ensure those who joined you during COVID now get the opportunity to mix face to face with their colleagues and senior leaders.

- Further consider how you provide opportunities for the sharing of your achievements as these are motivational.

- Fully communicate the next steps now Anderida is no longer to be sold. People will want to know what this means for the business and for themselves.

- Reflect upon what you have learnt from the aborted sale process. How would you do things differently if the opportunity arose again?

Congratulations on achieving Platinum!

You care about your people, and we know you're ambitious to do even more for them.

Our feedback focuses on what you need to do to keep improving.

Our recommendations

We've considered **who you are** and **where you're at** as an organisation. Our recommendations are designed to get you **where you want to be** and have been grouped under some key themes.

Anderida's future – The expectation of the entire team has, for several months, been that Anderida would be sold to the Esland Group. That sale is no longer proceeding and perhaps there will be those who are relieved. However, it is also likely there will also be those wondering what this means for them personally and the business as a whole.

- Therefore I recommend senior leaders take time to communicate Anderida's future plans as an independent entity. Focus on the things people will be interested in such as timeframes for any further homes; further development of the therapeutic approach; individual opportunities and the development of the foster agency and school.

  This will help to reassure people that Anderida's future is just, if not more exciting, than it would have been had the sale to Esland Group proceeded.

- Reflect upon what you have learnt from this process. What would you do differently if a similar situation arose again?

- Is the time now right to really focus on the Foster Agency? It has been on your agenda for several years and perhaps now is the time to really commit to and push ahead with it. If this is the case carefully consider exactly what it means in respect of resourcing.

Management of change – The one thing I can predict with utmost certainty is that Anderida will be continually changing, even if the sale is not proceeding at this moment in time. Therefore.

- It will be a worthwhile investment to help leaders to further develop their appreciation of the psychological impact of change and their tool kit to manage their people through it.

- For example, take a look at the SCARF Model. – The SCARF Model was developed by David Rock in 2008. It is a brain-based model for collaborating with and influencing others. It has value in many situations including how people might react to change dependent on their perceptions of it. It may explain why Anderida saw a range of reactions to the proposed sale. An image of the model is provided on page 20.

Prioritisation of time and resource – Arguably, Anderida will always be challenged in respect to resources because it is a very ambitious organisation, and it looks to recruit very special people. Time and resource will always be finite. With this firmly in mind I encourage the following actions.

- Challenge yourselves individually and collectively to ask the question is this best use of my time right now? Is the focus of time and effort always concentrated on those things which will make a significant difference?

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- As is described in detail on page 38 of this report Anderida displays several traits which research demonstrates make it attractive to potential recruits. Ensure your recruitment process and especially advertising, draws the potential recruit's attention to these traits.

- Consider if you can improve your processes for listening to and most importantly reacting to any reasonable concerns raised by team members about resourcing and the impact on their free time.

Devolution of responsibilities – Senior leaders have over the last cycle consciously sought to devolve several of their operational responsibilities so they can focus more time on issues of strategic importance. This has been successful for you and those taking on these responsibilities. I encourage more of the same going forward and in particular.

- Further growing the capabilities of people to lead at all levels and especially through change as change is inevitable at Anderida. It would be useful to help leaders wherever they may be to further develop their appreciation of the psychological impact of change and thus their tool kit to support people through change.

- Challenge home and deputy managers to be the custodians of your values. The values are particularly important to you and define the business. Senior leaders have been great role models in this regard but will become less visible on a day-to-day basis as Anderida evolves. Thus home and deputy managers become key, and I would ask them to consciously take on the role of your value guardians.

- Equally, consider other ways the team can have an active voice. Being at the sharp end of the organisation they will be the first to spot things and thus need to have those opportunities to voice any concerns or ideas. The Anti-Discrimination Taskforce is a great example of giving the team that voice. What else can you do in this regard?

- Consider if there are any further openings to devolve responsibilities given time and resource is finite. Excellent progress has been made for example in giving people the responsibility to lead in assessing, safeguarding and referrals. Are there other areas which might bring similar benefits?

Building on the strength that is Anderida's approach to performance management – I am taking a broad definition of performance management. That being anything the organisation does to give individuals and groups the time opportunity to productively reflect and improve upon performance.

- Firstly help those newer employees to appreciate precisely how Anderida's dynamic and continuous approach to performance management differs from that they are likely to have experienced elsewhere. It is important they fully understand the approach so they can maximise the benefits accruing from the approach.

- Challenge all those responsible for conducting supervision sessions to reflect upon and further improve their practice. There was some evidence the experience of the supervisee is dependent upon the approach adopted by the supervisor. It appears some are better at applying the coaching approach than others.

- Some stated they would not like to become managers in part because of concerns about how onerous the role might be. Give these people the opportunity to learn if these concerns are real or perceived. Could those in the various management roles talk about their experiences and how they stepped up to the challenge?

- 20.8% of the survey responses to the statement regarding taking personal responsibility for improvement were either ambivalent or negative. Encourage every home manager to speak to their team to help every individual fully appreciate how they can personally make a difference. Especially as many small changes can add up to a significant positive difference over time.

Ensuring everyone feels completely valued and understood – How people respond to the survey statements pertaining to recognition and reward is often influenced about their perceptions of how valued and understood they feel they are. With this in mind I make the following suggestions.

- Provide further opportunities for individuals and teams to talk about their achievements. People feel most motivated when they fully recognise **how** they make a difference. These examples, especially when aligned to your values, encourage people to do more of the same.

- Some people were frustrated by the amount of contact they had from Anderida whilst off-shift. Either because they wanted the respite or found it difficult to say no. It is important people can 'switch-off'. Could a policy be developed which gives people the option to 'opt-out' of such communication when they have a real need to do so?

- Now circumstances are beginning to allow it, give newer employees further opportunities to directly interact with their colleagues. It is this face-to-face activity which helps to build connection with the organisation and colleagues. It will help newer employees to further feel part of something important.

- Take a look at our **'We Invest in Wellbeing'** Framework. This Framework focuses on three areas of wellbeing. Those are psychological, physical, and social wellbeing. The Framework could be a very useful tool in further helping Anderida to provide an environment which protects and develops employee wellbeing.

What's next?

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

WHO?

The meeting will include: Paul Cook and members of the leadership team

WHEN?

The feedback meeting is scheduled for 3rd November 2021.

WHERE?

We'll meet at your Eastbourne Enterprise Centre offices or virtually depending on your preference.

WHAT?

Together, we'll...

- **discuss your result** and our recommendations in detail.
- brainstorm how to turn our recommendations into **tangible activities**.
- develop an **action plan,** which we'll be able to review one and two years on.

To keep your accreditation, you need to:

- keep meeting (or exceed!) the **requirements** of your award.
- meet us **12 and 24 months** down the line. We won't be assessing you again, but it'll give us the chance to **chat through your progress** against your action plan.
- be **reassessed** no more than three years on from this assessment.

Don't forget to celebrate!

Let your people know how you did. **Reward them** for their hard work and **include them** in the journey you're on.

Assessment results

Your results by indicator

This assessment matches the 2018 assessment. Eight out of the nine indicators are 'High-performing'. The exception is 'Recognising and rewarding high-performance' which remains at the 'Advanced' level.

This result enables Anderida to retain its 'Platinum' status.

Final outcome against 27 themes Note: Lowest theme level within an indicator dictates the overall indicator outcome		Developed	Established	Advanced	High Performing	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	■	■	■	■	

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Survey highlights

Leaders and people were given the chance to participate in our online survey. 48 out of 73 of you did so. A 66% response which is good and evidence of your collective commitment to improving the business.

The survey produced a strong set of results.

Your highest scores

- 100% of people agreed Anderida is committed to recruiting a diverse workforce.

- 97.9% felt the organisation has clear values.

- 97.9% also felt their behaviours reflected those values.

- 97.9% believe their role allows them to work well with others.

- Whilst 97.9% confirmed they made use of the organisation's learning and development opportunities.

- 95.8% felt management communicated the organisation's ambition.

- 95.8% share their organisation's values.

- 95.8% agreed their work is interesting.

- And 95.8% also believe they have the right level of responsibility to do their job effectively.

- 95.8% know how the organisation invests in learning and development.

- 95.8% state they are able to develop the skills they need to progress.

...and your lowest

- 12.6% say they aren't rewarded in ways that match their motivations.

- 12.6% of people think they don't get appropriate recognition for their work.

- And 12.6% did not feel appreciated for the work they do.

- 10.4% disagree that they feel consistently recognised when they exceed expectations.

- 10.4% did not feel their contribution to the organisation is valued.

- 8.4% did not agree they have a say in decisions which affect their role.

- 8.4% felt they had not discussed their performance with their manager in the last six months.

- 8.4% felt they did not have opportunities to learn at work.

- 8.4% felt they were not responsible for improving the way you do things.

Your benchmark is calculated out of a maximum score of 900. (100 per indicator). Your score is 46 points (6.3%) above the national benchmark of all organisations and 8 points (1.1%) points above the sector benchmark for Residential Care Activities.

Your overall survey score

Benchmark

773
out of 900

YOUR BENCHMARK
- **773**

AVERAGE IIP BENCHMARK *
- **727**

AVERAGE INDUSTRY BENCHMARK
- 765

Showing results for Residential Care Activities

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

Who took the survey?

Survey Response Rate

Overview

TOTAL RESPONSES   48 responses out of 73 (66%)

RESPONSE METHOD

Email link: 48 responses out of 48   Open access: 0 responses out of 48

By Team

[NO GROUP]   48 responses out of 73

Your survey results by indicator

The table below show your results per indicator and show how you have performed against the national average (last two columns). The maximum score that can be achieved is 7 and the minimum is 1.

It shows that you are above the national average across all indicators. 'Leading and inspiring people', and 'Building capability' has outperformed the national benchmark by 0.6.

Every indicator is at least 0.2 above the national benchmark.

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	46.4%	37.5%	9.4%	2.6%	1.6%	2.1%	0.5%	6.2	+0.6
INDICATOR 2 Living the organisation's values and behaviours	53.8%	33.3%	7.9%	2.5%	1.2%	0.8%	0.4%	6.3	+0.4
INDICATOR 3 Empowering and involving people	49.5%	30.7%	9.9%	4.2%	3.1%	1.0%	1.6%	6.1	+0.3
INDICATOR 4 Managing performance	43.8%	32.3%	11.5%	5.7%	2.1%	2.6%	2.1%	5.9	+0.2
INDICATOR 5 Recognising and rewarding high performance	25.0%	31.2%	22.4%	9.4%	4.7%	2.1%	5.2%	5.4	+0.2
INDICATOR 6 Structuring work	41.1%	43.8%	11.5%	2.6%	0.0%	0.5%	0.5%	6.2	+0.3
INDICATOR 7 Building capability	50.8%	30.0%	11.2%	4.2%	1.7%	1.2%	0.8%	6.2	+0.6
INDICATOR 8 Delivering continuous improvement	31.2%	41.7%	13.0%	9.4%	0.5%	2.6%	1.6%	5.8	+0.2
INDICATOR 9 Creating sustainable success	44.3%	34.4%	12.5%	5.7%	1.0%	0.0%	2.1%	6.1	+0.3

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Your results compared to 2018.

This table makes a direct comparison to your June 2018 survey results.

The results demonstrate a marginal decline in scores across seven of the nine indicators. The drop is largest for 'Delivering continuous improvement' and 'Creating sustainable success' where there is decline of 0.3.

Indicator summary

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Previous surveys
INDICATOR 1 Leading and inspiring people	46.4%	37.5%	9.4%	2.6%	1.6%	2.1%	0.5%	6.2	-0.1
INDICATOR 2 Living the organisation's values and behaviours	53.8%	33.3%	7.9%	2.5%	1.2%	0.8%	0.4%	6.3	-0.1
INDICATOR 3 Empowering and involving people	49.5%	30.7%	9.9%	4.2%	3.1%	1.0%	1.6%	6.1	-0.2
INDICATOR 4 Managing performance	43.8%	32.3%	11.5%	5.7%	2.1%	2.6%	2.1%	5.9	-0.2
INDICATOR 5 Recognising and rewarding high performance	25.0%	31.2%	22.4%	9.4%	4.7%	2.1%	5.2%	5.4	-0.0
INDICATOR 6 Structuring work	41.1%	43.8%	11.5%	2.6%	0.0%	0.5%	0.5%	6.2	-0.1
INDICATOR 7 Building capability	50.8%	30.0%	11.2%	4.2%	1.7%	1.2%	0.8%	6.2	-0.0
INDICATOR 8 Delivering continuous improvement	31.2%	41.7%	13.0%	9.4%	0.5%	2.6%	1.6%	5.8	-0.3
INDICATOR 9 Creating sustainable success	44.3%	34.4%	12.5%	5.7%	1.0%	0.0%	2.1%	6.1	-0.3

Your survey results by theme

This table shows the highest and lowest themes within your survey and how these results compare to the national average. It should be noted Anderida's five lowest themes are still marginally above or equal to the national benchmark.

Themes (Highs and lows)

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Score	Difference from IIP Average
Highs									
Understanding the external context INDICATOR 9: Creating sustainable success	66.7%	22.9%	2.1%	6.2%	2.1%	0.0%	0.0%	6.5	+0.6
Adopting the values INDICATOR 2: Living the organisation's values and behaviours	54.2%	37.5%	5.2%	1.0%	2.1%	0.0%	0.0%	6.4	+0.4
Enabling collaborative working INDICATOR 6: Structuring work	43.8%	50.0%	4.2%	2.1%	0.0%	0.0%	0.0%	6.4	+0.4
Supporting learning and development INDICATOR 7: Building capability	56.2%	30.2%	7.3%	5.2%	0.0%	1.0%	0.0%	6.3	+0.7
Creating transparency and trust INDICATOR 1: Leading and inspiring people	51.0%	35.4%	8.3%	1.0%	3.1%	1.0%	0.0%	6.3	+0.5
Lows									
Deploying the right people at the right time INDICATOR 7: Building capability	31.2%	35.4%	16.7%	10.4%	2.1%	0.0%	4.2%	5.7	+0.4
Encouraging innovation INDICATOR 8: Delivering continuous improvement	25.0%	39.6%	16.7%	12.5%	0.0%	2.1%	4.2%	5.5	+0.1
Adopting a culture of recognition INDICATOR 5: Recognising and rewarding high performance	27.1%	29.2%	27.1%	4.2%	6.2%	0.0%	6.2%	5.4	-0.0
Recognising and rewarding people INDICATOR 5: Recognising and rewarding high performance	26.0%	32.3%	20.8%	9.4%	4.2%	2.1%	5.2%	5.4	+0.4
Designing an approach to recognition and reward INDICATOR 5: Recognising and rewarding high performance	20.8%	31.2%	20.8%	14.6%	4.2%	4.2%	4.2%	5.2	+0.2

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What your people told us

Leading

LEADING AND INSPIRING PEOPLE – HIGH-PERFORMING

Indicator 1: Leading and inspiring people

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
Management communicates the organisation's ambition	47.9%	37.5%	10.4%	0.0%	4.2%	0.0%	0.0%
I trust the leaders of my organisation	54.2%	33.3%	6.2%	2.1%	2.1%	2.1%	0.0%
My organisation develops great leaders	39.6%	43.8%	10.4%	4.2%	0.0%	0.0%	2.1%
My manager motivates me to achieve my best	43.8%	35.4%	10.4%	4.2%	0.0%	6.2%	0.0%
Optional Questions							
I have opportunities to develop my skills to become a leader	58.3%	27.1%	8.3%	4.2%	0.0%	2.1%	0.0%

"Managers have given honest answers. There's been no hiding stuff away."

"They are encouraging and supportive. They are all enthusiastic. They will support however they can. One thing I really value after a tough incident or day is that they will always check in. They go out of their way."

"I have grown through and with the team."

"It has just felt a bit rocky and chaotic with intermittent periods of stability."

"I shadowed Xxxx and learnt a lot from her."

People have trust and confidence in the organisation's leaders. – The table above demonstrates 93.7% agreement with the online survey statement 'I trust the leaders of my organisation.' My interviews confirmed people's belief that leaders are accessible and extremely supportive. They described numerous examples of being able to speak to leaders about their concerns, aspirations, and ideas. This has been particularly important as the whole organisation has battled to overcome the challenges created by COVID.

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Senior leaders have successfully 'let go' of some of their responsibilities. – The directors spoke during the context discussion and indeed previously of their need to devolve some of their responsibilities so they can focus on strategic priorities and furthering implementation of leading-edge therapeutic approaches throughout the organisation.

The evidence from this assessment suggests they are successfully doing so. Several of my interviewees spoke of how they had been given the opportunity to take a lead in areas such as safeguarding, whilst another spoke of the directors stepping into their 'helicopter' and having clear sight of the whole organisation. This is important for Anderida's continued growth and development.

Others are developing their leadership capabilities – It has always been a requirement that Home Managers will achieve their level 5 diplomas. Anderida has facilitated this through their in-house assessment centre. The organisation also recognises though the scope of what leadership is within the organisation. It has thus developed broader capabilities to lead through Advanced NVR qualifications, assessment qualifications and the positive exploitation of individual motivations through the Anti-Discrimination Taskforce for example.

These activities and others underpin the survey response of 93.7% agreement with the survey statement of 'My organisation develops great leaders' and the optional statement of 'I have opportunities to develop my skills as a leader'. 58.3% were able to 'strongly' agree' with this latter statement. A very positive result.

This is also evidence that the organisation is considering its future leadership needs in line with its needs and its values. Leadership development at all levels consolidates Anderida's commitment to therapeutic approaches. This plus the focus on safeguarding and anti-discrimination are also strongly aligned with the organisation's mission which is

'Here at Anderida we accept and respect all individuals and are committed to an inclusive environment for all.'

Leaders are excellent role models – Leaders continue to set an excellent example for the teams around them. This has been evidenced during this assessment by the directors' continued commitment to and support of therapeutic practices; and the role leaders played within all the homes to ensure Anderida continue to provide a safe and effective service for young people during the pandemic.

Senior leaders have spoken to the team openly and honestly about the proposed sale of the organisation to the Esland Group. I was informed a few days after conclusion of the interviews that the sale would now not be going ahead. Again this news was openly communicated to staff, who are being encouraged to speak to leaders if they have any questions.

Conclusion – I have concluded that Anderida has achieved 'High-performing' for this indicator. This is based upon the evidence suggesting directors are increasingly able to focus on issues of strategic importance whilst developing others at all levels to take leadership roles within the business. Anderida is likely to experience further significant change over the coming years. I suggest, therefore.

- **Further develop the capabilities of people to lead the organisation through change at all levels.** – Change is constant. It is important that Anderida's leaders successfully steer the team through that change whatever it might be. It will be a worthwhile investment to help leaders to further develop their appreciation of the psychological impact of change and their tool kit to manage their people through it.

- **For example, take a look at the SCARF Model.** – The SCARF Model was developed by David Rock in 2008. It is a brain-based model for collaborating with and influencing others. It has value in many situations including how people might react to change dependent on their perceptions of it. It may explain why Anderida saw a range of reactions to the proposed sale. An image of the model is provided below.

S • STATUS Relates to how we perceive our position in relation to others we have a relationship with such as our boss, peers, direct reports, friends and family. It can include job titles, public and private forms of recognition or criticism, salary and any other aspects associated with status.

C • CERTAINTY Relates to how sure we feel about events/people/situations that affect us. The higher the level of uncertainty, the more likely a threat state will be created.

A • AUTONOMY Relates to the level of control we have over the decisions that affect us. The more autonomous we feel, the more engaged , confident and satisfied we tend to be.

R • RELATEDNESS Concerns the quality of our relationships with others/our sense of belonging. Generally speaking, people like to feel "part of the group".

F • FAIRNESS Relates to our sense of justice and right and wrong. Our perception of whether we have been dealt with fairly can motivate and keep us engaged or it can move us towards a threat state where we are more likely to respond in a defensive way

- **Look for further opportunities to devolve responsibilities** – As will be explored further throughout the report, time and resource is finite. Finding additional opportunities to successfully devolve responsibilities to committed individuals will further help senior leaders to make best use of their own time.

LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS – HIGH-PERFORMING

Indicator 2: Living the organisation's values and behaviours

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
The values at my organisation guide the way we work	54.2%	31.2%	6.2%	4.2%	2.1%	0.0%	2.1%
My organisation has clear values	54.2%	37.5%	6.2%	2.1%	0.0%	0.0%	0.0%
I share my organisation's values	54.2%	37.5%	4.2%	0.0%	4.2%	0.0%	0.0%
My behaviour reflects the organisation's values	62.5%	29.2%	6.2%	2.1%	0.0%	0.0%	0.0%
I challenge behaviours which don't match the organisation's values	43.8%	31.2%	16.7%	4.2%	0.0%	4.2%	0.0%
Optional Questions							
At my organisation, we make decisions in line with our values	62.5%	22.9%	4.2%	6.2%	0.0%	0.0%	4.2%

"Empowerment is massively conscious for staff and people."

"Compassion is in the remit."

"We had dedicated staff do 10 days straight during the COVID outbreak to keep the young people safe and provide continuity for them."

"It's really about parenting and raising our presence. Seeing through the noise and violence and getting at the core."

"We are strong characters, and we will speak up. It helps us protect our name."

"They have a lot of values around supporting us as well as the young people."

Your values are all important - The survey results and the interviews confirmed your values, in particular your commitment to therapeutic approaches and to the care and safety of your young people.

All of the survey questions above achieved 90% plus agreement with the statements. It is also relevant to note that all bar one statement elicited a response of at least 54.2% 'strongly agree'. A very clear sign that the team feel Anderida is a values led organisation.

We invest in people

People are committed to Anderida because of its values – Several of my interviewees spoke about their commitment to Anderida. A significant part of that commitment is shared values. The team want to support young people as much as leaders do. They believe they are given the skills and support to enable them to do so to a very high level. Thus a concern they had was that those values might be diluted were the organisation to be sold.

Your response during the COVID pandemic – Perhaps there is no clearer example of your commitment to the values than your response to the COVID-19 pandemic. People and leaders warmly spoke about how the business has responded to ensure young people have been kept safe and continued to receive the same high levels of care and support.

It is acknowledged many staff members made personal sacrifices during this period including self - isolating with the young people for periods of up to ten days to ensure care continuity.

Therapeutic care and leading by example – Anderida has for several years been committed to using various therapies as fundamental component of its approach to supporting young people with complex and at times overwhelming needs.

This visit confirms this approached is embedded and has the support of the team. Leaders have set an example through the further development of their capabilities. 20 people are now qualified Advanced NVR practitioners for example. Those skills are being applied to support young people, their families, and the team.

Supporting the team – The team are faced with challenging and traumatic situations on a regular basis. This is where internal application of the values such as community, compassion and respect become all important. Several interviewees spoke about the support they receive from leaders both informally and through the various supervisions available to them. Indeed one to one therapeutic sessions are available to team members should they request them.

This support helps the team to develop the high levels of personal resistance they need to protect their personal wellbeing, given the traumas they can experience whilst working with the young people.

The team are very much encouraged to challenge the organisation – I will speak more about how they are empowered to do so within 'Empowering and involving people', but it is apparent that people can challenge the organisation.

A strong example of this is the activities of the Anti-Discrimination Taskforce. Anderida is committed to challenging all forms of discrimination and has in the past for example taken grievances to parliament.

The Taskforce is led by team members who are challenging the internal team. The focus at the recent AGM was on helping team members to consciously appreciate their potential for unconscious bias.

Conclusion – The evidence supports Anderida's view that the organisation is 'High-performing'. The values and the commitment to therapeutic care are central to ways of working, whilst constructive challenge is encouraged.

People were concerned the values would be potentially challenged by the proposed acquisition of Anderida by the Esland Group. The acquisition is no longer proceeding but the values are the cornerstone of your culture and success. The evidence certainly suggest these are important to staff retention.

With the above in mind and given the strong connection between Anderida's values and staff retention, you are encouraged to consider the following.

- **Challenge Home and Deputy Managers to be the custodians of your values** – The directors have deliberately stepped back from some of their operational roles. This most likely means the home and deputy managers will be the most visible role models for the majority of the team. Encourage those individuals to recognise their role as the custodians of the organisational values.

- **Consider in what other ways the team can have an active voice** – It is likely team members will be first to notice any practice which suggests a dilution of your key practices. Ensure team members have various opportunities to promptly voice those concerns.

  The Anti-discrimination Taskforce is such an example of giving people that voice. Are there other areas which will benefit from such an approach?

- **Reinforce any success and achievements** – Motivation levels are highest when people are moving towards something rather than trying to get away from something. Make sure team members continue to have opportunities to communicate successes and achievements. Consider what further opportunities you can give to team members to communicate the good outcomes achieved through the implementation of your values.

EMPOWERING AND INVOLVING PEOPLE

Indicator 3: Empowering and involving people

Base Questions	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
I have all the information I need to do my job well	41.7%	39.6%	8.3%	4.2%	6.2%	0.0%	0.0%
I am encouraged to use initiative in my role	58.3%	27.1%	8.3%	0.0%	4.2%	2.1%	0.0%
I have a say in decisions that affect my role	39.6%	31.2%	16.7%	4.2%	2.1%	2.1%	4.2%
I am trusted to make decisions in my role	58.3%	25.0%	6.2%	8.3%	0.0%	0.0%	2.1%

"They (young persons) test us to see if we can cope with them then the trust really begins to build."

"It was good for everyone to come together and talk about the elephant in the room.(The sale of Anderida.)"

"They are very open to having conversations if you see something which could work better."

"I completely agree they (the directors) have stepped back. They delegate down to us and just supervise."

"They (supervisions) are really good. Everyone has got their own experiences, which we can piece together and get to appreciate the bigger picture."

"Xxxxx asks the questions and helps me to work out the answers for myself."

"I am prepared to make decisions, but not when I don't feel fully informed."

It is apparent people could not perform to their best if they were not empowered. – Several interviewees spoke about the fact that every young person is different and has their specific issues to overcome. This means the home and the team within it have to adjust their approach accordingly. It is clear from the interviews that they have the autonomy and authority to do so as long as the young person is kept safe, and the choices made align with the organisational values.

The survey results confirm people feel empowered - The survey results are strong. Notably 93.7% agree they are encouraged to use initiative and 89.6% agree they are trusted to make decisions.

Supervisions provide a very important space for reflection and decision making – Several of my interviewees spoke very positively about supervisions. Anderida employs various types of supervision meetings focusing on the needs of different groups, be that a home, NVR application or family support.

These are all seen as vital opportunities for sharing of and reflection on experiences leading to informed and collective decision making. One of the quotes provided above from one of the interviews speaks well I believe to the power of supervision sessions.

The directors are successfully letting go. - I will not repeat the point in detail as it has already been covered within **'Leading and inspiring people'**, but the wider team have noted that the directors have fulfilled their pledge to let go of some of their responsibilities, which in itself has given the opportunity for others to develop and grow.

People can lead at any level. – As well being given the authority and space to lead, the training and development that people receive gives them the capability to lead as well. Their Level 3 diploma provides the firm foundations to deliver quality support whilst the NVR training takes capabilities to another level again.

Leaders are also aware of the importance of understanding individual strengths and motivations. Individuals are stepping up to lead as keyworkers, assessors, safeguarding officers and on anti-discrimination because these are areas they are passionate about.

Leaders have been open about the proposed sale of the business - And most recently that the sale is not going to proceed. At the time of my interviews the sale was proceeding . Whilst at that point several unknowns remained, interviewees confirmed directors had been very open and had shared all the information they had at the time. The session at the recent AGM also demonstrated senior leaders understood people had concerns and had provided space for the team to voice those concerns.

Why the overall survey result dipped slightly? – The online survey results are good, but the table on page 16 shows a slight decline in the overall benchmark score from 6.3 achieved in 2018 to 6.1 in 2021. This was investigated during the interviews.

A concern was raised around the ongoing struggle Anderida has to fully resource the homes. This led a couple of interviewees to reflect on what they perceive as a lack in continuity in terms of the support a young person has around them, or a difficulty in speaking to someone exactly when one needs to do so. Consequently it led to a concern that when a group were discussing a young person, not everyone felt able to comment knowledgably regarding that person's needs or the best course of action.

Conclusion – Despite the concern raised immediately above the overall evidence points to **'High-performing'**. People are given and indeed take opportunities to lead. The evidence also indicates people have even more opportunities to lead than observed in 2018. People can challenge whilst supervision puts participation, collaboration, and teamwork at the heart of decision making. To retain this level going forward.

- **Continue to look for opportunities to devolve responsibilities** - The directors recognise that time is a finite resource. They will want to prioritise their time on focusing on topics of strategic importance. Given this continuing need, and to further the development of others, consider what other activities could be devolved to team members.

- **Consider resourcing implications** – I fully recognise that leaders across the organisation are aware of the challenges created by recruitment be that into the organisation or within the organisation. I am sure you will try to find solutions to these issues.

However, ensure you do react to the concerns raised by the team during the recent AGM and give them support to help them find solutions to the issues they raise.

Supporting

MANAGING PERFORMANCE -HIGH-PERFORMING

Indicator 4: Managing performance

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I have agreed my objectives with my line manager within the last 12 months	31.2%	37.5%	16.7%	8.3%	2.1%	4.2%	0.0%
I feel encouraged to perform to the best of my abilities	52.1%	29.2%	10.4%	2.1%	2.1%	0.0%	4.2%
My manager helps me improve my performance	45.8%	33.3%	12.5%	2.1%	2.1%	2.1%	2.1%
I have discussed my performance with my manager in the last 6 months	45.8%	29.2%	6.2%	10.4%	2.1%	4.2%	2.1%
Optional Questions							
The feedback my manager gives me is helpful	41.7%	37.5%	8.3%	8.3%	0.0%	2.1%	2.1%

"I was encouraged to become a Xxxxx a long time before I did. It wasn't pushed too much but I was shown why I would be good at it."

"I have one learner who is competent but not confident. I have encouraged them to give themselves more credit. It is a slow process but I big them up because they do a great job."

"I do like supervision. I like to get feedback from other people whether around improvement or when I am excelling."

"A good relationship with your supervisor is important."

"I supervise a lot of new staff, and some may never have had supervision before. So I explain what it is about and try to ensure a good first experience"

"CBT as a team is the biggest help. The team can get into a rut with the young person. I have walked in feeling frustrated with them and come out feeling more empathy towards them."

"We have regular CBT and team meetings but the value of them can be affected by the configuration of the team changing so many times."

Performance management at Anderida is undoubtedly a continuous and many layered process. – Both the context discussions and the interviews describe how there are many aspects to performance management within Anderida. The methods defined include but are not exclusive to various therapeutic and non-therapeutic supervisions; regulation 44 and 45 reviews; team meetings and formal and informal one-to-one conversations.

This is important because individuals and teams are continually managing and reacting to dynamic and at times challenging situations. Thus the chance to constantly reflect on events and practice is extremely valuable.

People are being encouraged to stretch themselves and will willingly take ownership – 91.6% of survey respondents agreed that they feel encouraged to perform to the best of their abilities and also that their manager helps them to improve performance. The interviews went on to illustrate how leaders are encouraging people to stretch themselves.

Importantly the discussions around stretch are aligned to personal motivation as well as organisational need. Equally Anderida provides a breadth of opportunities for people to grow within role or to move into another role. It means people willingly take on these opportunities.

Thus I was given examples of people stretching themselves to become seniors, to further develop their NVR capabilities or to lead for the organisation in areas such as safeguarding and anti-discrimination.

Coaching is embedded into your performance management processes – My interviewees spoke positively about their involvement in various group and individual supervision sessions. I believe they perceive most value comes from the opportunity to either individually or collectively reflect on situations; their emotional reaction to those situations and then to move onto identification of solutions. At the heart of the approach, is the chance for the individual or group to work out those solutions for themselves. This is of course fundamental to a coaching approach.

Those interviewees were then able to talk about the positive impact of such sessions on their feelings and perceptions and ultimately the approach taken with a young person. These frequently led to better outcomes for them and the young person.

It is important to continually develop the skills of those conducting supervision sessions. – There was some feedback suggestion the quality of one-to-one supervisions depended to some degree on who the supervisor was. Some interviewees shared their view their supervisor had a tendency to focus on the things which were perceived to be not working well and thus felt the balance moved towards a 'tell' session rather than an opportunity for open reflection.

Of course there will always be times when leaders have to be directive, but is supervision the best vehicle for such an approach? This feedback suggests supervisors, as I am sure is happening, should also be encouraged to continually reflect on the effectiveness of their approach.

A small minority of survey respondents felt they had not discussed their performance in the last six months – The table on page 15 shows that Anderida's survey benchmark score for 'Managing performance' is 5.9. The main reason why this overall score is not higher is that 18.8% responded either ambivalently (neither agree nor disagree) or negatively to the statement about discussing performance with their manager in the last six months.

We invest in people

It is perhaps a surprising result given the focus Anderida has on continuous performance management. All of my interviewees spoken to on the subject also confirmed their involvement in the processes described above.

It needs further investigation to understand in full, but this result may suggest some people are more familiar with a more traditional set piece session on objective setting and therefore do not recognise dynamism of Anderida's approach.

Conclusion – The evidence illustrates why Anderida is **'High-performing'**. Your approach is very dynamic and encourages people to fully engage in individual and group discussions about performance.

That coaching is at the heart of the approach, ensures the team reflect upon emotions and behaviours as well as outcomes.

Moving forward, Anderida may like to consider the following

- **Further develop the capabilities of those conducting supervisory sessions** – These sessions are at the heart of your approach. Continue to reach out to understand the thoughts on best practice and continue to provide opportunities for supervisors to reflect upon and develop their personal practice.

- **Help all employees to fully understand how performance management at Anderida differs from any previous experiences they may have had** – As stated above further investigation may be required to confirm this is an issue, but such explanation might help those who feel they have not reviewed their objectives in the last six months to fully appreciate how this is conducted within Anderida.

RECOGNISING AND REWARDING HIGH PERFORMANCE – ADVANCED.

Indicator 5: Recognising and rewarding high performance

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I am consistently recognised when I exceed expectations	27.1%	27.1%	22.9%	12.5%	2.1%	4.2%	4.2%
I feel appreciated for the work I do	27.1%	29.2%	27.1%	4.2%	6.2%	0.0%	6.2%
I get appropriate recognition for the work I do	25.0%	37.5%	18.8%	6.2%	6.2%	0.0%	6.2%
I am rewarded in ways that match my motivations	20.8%	31.2%	20.8%	14.6%	4.2%	4.2%	4.2%
Optional Questions							
I feel my contribution to my organisation is valued	37.5%	29.2%	18.8%	4.2%	6.2%	0.0%	4.2%

"In supervision I always raise how I am feeling, but I always get good feedback about how coping with it all."

"We have our own group recognition within the house."

"I see people being recognised for dealing with difficult situations and then the whole team jumping on as well."

"I tend to just get on with the job and thus miss out."

"Where we have become more flexible with hours, we have a lot more people with children now."

"I was nominated when a young person struggled to build relationships with me. I persevered and that was noticed."

"I am contacted at home constantly. I hate it. If it's an emergency fine."

"I noticed a lot stronger involvement of managers in other homes (in regard to recognition)."

Leaders continue to review recognition and reward – Helping people to feel valued is important to Anderida's leaders. They appreciate the team are being constantly challenged and they recognise that Anderida asks a lot of its people.

COVID has brought its own particular challenges of course. In this instance leaders have made sure to recognise the self-sacrifices team members have made to support young people and their colleagues.

One specific change leaders have introduced has been the increased availability of flexible hours. This has made the role more attractive to some team members and it is evident leaders will try to accommodate people's needs if it is feasible to do so.

The recent AGM had a focus on achievement. – Managers had a big say in the design of the content for the recent AGM. The slides I observed and feedback from employees confirmed there was a focus on recognising the achievements of every home. Achievements such as qualifications achieved by team members and achievement of the young people themselves. It was perhaps particularly powerful to see what some of the young people who have left Anderida have gone on to accomplish in their lives. It is important to give time for people to step back and reflect on what has been achieved. The AGM provided such an opportunity.

Little and often – Whilst set piece events such as the AGM provide opportunity for group reflection and acknowledgement, perhaps the best sign an organisation is committed to recognition and reward is that it is an ongoing process. Indeed a recent definition of recognition I came across states

"Employee recognition is the act of showing appreciation and acknowledgement for employees for contributions to the business that links to the company's purpose, mission, and values."

Recognition as defined above is a **conscious act**. The survey showed 85.5% agreement that people feel their contribution is valued. The interviews went on to confirm managers and peers consciously act to show their appreciation of one of their colleagues through award nominations, Kudos points, emails, or a simple comment via a WhatsApp group message. It is an ongoing process.

The importance of knowing your people – It is clear leaders know how important it is to understand their people and their individual motivations. This is most readily apparent when leaders talk to people about their aspirations and how they wish to develop their careers.

The value of reinforcement – It is understood that it can take a lot of time to make significant progress with a young person. Each team member has to be resilient, but it is not surprising that team members will sometimes doubt their abilities.

It is in these situations perhaps where the acknowledgement of efforts and reinforcement that one is doing the right thing are at their most important. As previously referenced events such as supervision and team discussions are particularly valuable in this regard. As the first quote at the beginning of this session highlights that feedback is crucial. Other examples were given which are not included here in case they identify the individuals who provided them. In each instance though the feedback received gave them the confidence to continue with their approach and ultimately led to some positive outcomes.

Intrusion on private time – Despite all the positive evidence provided above the table on page 16 shows Anderida's benchmark score has remained at its 2018 level of 5.4. Further analysis of this year's survey showed about one in four or one in five consistently responded either ambivalently or negatively to the core survey statement on recognition and reward. This was investigated during the interviews.

Some interviewees felt they were contacted too frequently outside of work. Whilst perhaps not directly related to recognition and reward, this over intrusion as they perceive it impacted on feeling valued. Whilst recognising there are sometimes emergencies, these individuals felt current contact levels contact negatively impacted upon their ability to switch off from work and get the respite they need. They also felt it showed a level of disrespect for their personal circumstances and preferences.

Conclusion - I have concluded Anderida remains at the 'Advanced' level achieved in 2018. Leaders are typically understanding individual motivations and thus align recognition and reward with those motivation. Examples as aligning stretch objectives with personal interests and strengths and providing greater flexibility around working hours attest to this.

Looking forward I recommend the following

- **People should be given the opportunity to opt-out of being contacted at home for agreed periods of time** – I do understand that the main reason people are contacted outside of working hours are the resourcing challenges faced by Anderida. Yet, people need to get the opportunity for sufficient respite. Could a policy be agreed which gives an individual the opportunity to 'opt-out' of outside of work contact for an agreed period?

  I also encourage all team members to reflect on whether an individual really needs to be contacted at that specific moment in time.

- **The We Invest in Wellbeing Framework –** This Framework focuses on three areas of wellbeing. Those are psychological, physical, and social wellbeing. The Framework could be a very useful tool in further helping Anderida to provide an environment which protects and develops employee wellbeing.

Indicator 6: Structuring work

Base Questions	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
My work is interesting	31.2%	43.8%	20.8%	2.1%	0.0%	0.0%	2.1%
I am able to develop the skills I need to progress	45.8%	41.7%	8.3%	4.2%	0.0%	0.0%	0.0%
I have the right level of responsibility to do my job effectively	43.8%	39.6%	12.5%	2.1%	0.0%	2.1%	0.0%
My role enables me to work well with others	43.8%	50.0%	4.2%	2.1%	0.0%	0.0%	0.0%

"During supervision and during appraisals I have had opportunities to express my ideas or to talk about progressing."

"I feel very lucky to have the encouragement and support to progress. I was pushed to do things. The support has been in parallel with my personal development. It has been amazing."

"I personally think the processes in place for Covid ensured the young people still got the support they needed."

"Xxxxx took the responsibility for COVID. Changing the processes for all of us and taking it on for all of us."

We started on Microsoft Teams so can communicate whenever and especially for group conversations."

"The Anti-Discrimination Taskforce was set up to acknowledge and challenge unconscious discrimination."

A very strong survey result. – 96.4% of all survey responses for 'Structuring work' are positive, as the table on page 15 illustrates. The interviews backed up the survey results in a variety of ways as will be described below.

The positive outcomes accrued as a consequence of the directors 'letting go'. – That the directors did achieve their goal of devolving responsibilities is discussed elsewhere. However, I do want to summarise some important outcomes arising out of these actions.

Firstly it meant others led upon and were able to devote their time to key operational areas. These included safeguarding, assessment centre activities and quality audits.

Secondly one of the directors was able to devote time to leading the organisation's response to COVID. This was undoubtedly a challenge of great strategic importance. The lead provided from the top permeated throughout the organisation, ensuring each home was able to continue to deliver the high-quality support to young people and their families.

Thirdly, Anderida has managed to spread the implementation of therapeutic care. The organisation has 20 qualified and confident Advanced NVR Practitioners. Those individuals are working with the young people and their families. They are providing planned sessions but are also able to undertake opportunistic work as the capacity is there to facilitate that.

Collaboration is still at the heart of organisational practice – The table on page 33 shows that the response to the statement 'My role enables me to work well with others (Enabling collaborative working) is one of the most positive. 97.9% of responses are positive and 43.8% felt able to 'strongly agree'.

My interviews confirmed that working with the young people is very much a team effort. Sharing ideas, encouraging each other, and providing space for reflection is at the heart of each home's and thus organisational practice.

People do appreciate their opportunities for progression – The progression route from mentor and ultimately all the way through to home manager has been openly defined for some time. People have been able to access the formal qualifications they need and are very ably supported through these by their assessment centre colleagues and others.

You recently conducted a pulse survey concerning progression and then opened up the responses for discussion at the AGM. 55% said they wanted to progress which is good. The responses coming from that cohort, showed they understood their careers could go in a variety of different directions dependent on their aspirations. This is evident in the roles people have moved to such as assessor, leading on referrals or becoming a family NVR practitioner. The variety of opportunities is one of the reasons Anderida has managed to retain several team members for long periods of time.

Some people feel a little overwhelmed by a move to a management role. – The same survey also identified that some people are concerned about what they perceive will be expected of them in a management role. Of, course management is not for everyone and Anderida provides alternate routes. However, do keep encouraging those in management roles to share their experiences of what it is like to be a manager and how they developed the confidence and capabilities to become a manager.

Time and resource is always finite – Anderida is a very dynamic and ambitious organisation. It is one of the reasons why it has been so successful. Yet even though the organisation employs about 20 more people than it did in 2018, it still finds it struggles to find sufficient resource to do all that it sets out to do.

I encourage leaders at all levels to recognise there is always something else that could be done. I am not suggesting Anderida dilutes its ambition, but I am suggesting it focuses on the questions of what is the best use of our collective time and resource right now? Where is resource most needed? Where will it have most impact given your strategic ambitions? It is about prioritising most effectively.

Doing so may help to address some of the concerns about pressures on people voiced by some during the assessment.

Conclusion – Anderida continues to be **'High-performing'.** The evidence confirms further progress has been made, especially with respect to responsibilities being successfully devolved from senior leaders to colleagues throughout the organisation. The result being a more confident and productive organisation.

People also have flexible progression routes, matching to their own aspirations and interests as well as organisational need.

My thoughts moving forward are

- **Focus on the prioritisation of application of time and resource** – As stated above both of these are finite. Challenge yourselves to make best use of both. Where can the maximum benefit be achieved through the focused application of time and resource?

- **Helping those who have concerns about becoming managers** – It is not for everyone, but those who are primarily being put off management by their perceptions of how onerous it might be, could benefit from having the opportunity to discuss those concerns in more detail. At a time when Anderida needs more managers, are these concerns real or over-emphasised?

  What can be done to mitigate the impact of those concerns which are real?

Improving

BUILDING CAPABILITY – HIGH-PERFORMING

Indicator 7: Building capability

Base Questions	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
I know how my organisation invests in learning and development	58.3%	31.2%	6.2%	2.1%	0.0%	2.1%	0.0%
I have opportunities to learn at work	54.2%	29.2%	8.3%	0.0%	6.2%	2.1%	0.0%
I make use of my organisation's learning and development opportunities	56.2%	25.0%	16.7%	0.0%	0.0%	2.1%	0.0%
My manager thinks it is important that I develop my skills	54.2%	29.2%	8.3%	8.3%	0.0%	0.0%	0.0%
People are selected for roles based on their skills and abilities	31.2%	35.4%	16.7%	10.4%	2.1%	0.0%	4.2%
Optional Questions							
At my organisation, there are opportunities for everyone to progress	56.2%	22.9%	12.5%	2.1%	4.2%	2.1%	0.0%

"We are really lucky to have our own assessment team. The assessors know our job and can get people through quickly."

"NVR is a very different approach, but I have used it and seen the benefits."

"I have had a lot of support from my supervisor to work on my diploma."

"My NVR training has been delayed because of the need to deliver face to face. But I have had the experience of working alongside the experienced team members."

"One person insisted I got an on-the-spot supervision. I was very grateful to that person."

"Staffing is an issue. If we had more staff, it would help the work life balance we try to promote."

"It is awkward getting the calls at home. You do not want to say no."

We invest in people

Learning and development is effective – The table on page 15 shows that 92% of all online survey responses pertaining to 'Building Capability' are positive. It also shows that Anderida's benchmark score of 6.2 is 0.6 above the national benchmark. Together with the result for 'Leading and inspiring people', this is the biggest positive difference observed.

One of the key reasons for the result is the effectiveness and impact of the development provided by the organisation. Examples of this include the 20 qualified NVR practitioners who are both competent and confident to practice this therapy with young people, their families, and their peers. Plus Anderida's ongoing ability to support new staff to achieve their level 3 diplomas. This is comfortably inside the time periods observed elsewhere.

It means people are confident in what they do – The team are, as you clearly appreciate, supporting young people with very complex and traumatic issues. The work is challenging both mentally and physically. Yet people spoke to me about their belief that they have the knowledge, skills, and support to enable them to help the young people and their families to address those issues.

Equally those within the middle leadership team are successfully stepping up. They are leading within their homes and taking responsibility for key organisational roles such as referral management and safeguarding. As well as taking responsibility for areas of organisational importance, they are freeing senior leaders to concentrate on matters of strategic importance such as growing therapeutic capability both within and outside the organisation.

People own their development – Individuals are able to participate in ongoing conversations about their development. This plus clarity around the different development pathways, means individuals are able to take ownership of their development. As a consequence 97.9% of survey respondents agreed that they make use of Anderida's learning opportunities.

Reflection is part of the learning process – This has been referenced before in subtly different contexts, but supervisions and team meetings play an important part in the learning process. These activities provide space for reflection on what has worked; what has not worked and what could work.

The internal assessment centre is very important – Several of my interviewees spoke of the value of Anderida having its own assessment centre. It means people have access to an assessment team who are readily available and most importantly know how the standards apply in Anderida's context. Thus people believe their diploma has relevance.

Looking for new opportunities – Organisations operating at the higher end of the We Invest in People Framework demonstrate a restlessness to continually improve. This has been demonstrated within this assessment by Anderida's broadening commitment to provide family NVR support; the introduction of the Anti-discrimination Taskforce and training in the use of ReAttach Therapy.

The latter being an approach which allows young people to positively address traumas in their lives without having to talk openly about those traumas. Thus offering a different but complimentary approach for the team to apply.

Resourcing and succession planning – It is clearly evident Anderida invests a lot of time in both resource and succession planning. Senior leaders are also very open about organisational needs. For example, the recent AGM shared figures around who had been promoted in the last 12 months and future opportunities. People were also asked to share their ideas to help Anderida with the ongoing challenge of recruiting new team members.

Resourcing is a significant challenge for Anderida, exacerbated by the COVID-19 pandemic. As already stated, it does place an additional burden on the existing team, who, because of their commitment to Anderida and the young people do sometimes find it difficult to say no when asked to come in for an extra shift.

Conclusion – There is evidently a clear plan for building capabilities within Anderida. A plan the team are actively engaging with. A plan that is enabling Anderida to further develop the breadth and depth of support and services offered to young people and their families. I therefore conclude Anderida is 'High-performing'.

I make the following suggestion to further develop the business.

- **Attracting new people to Anderida** – Staff retention is excellent. Your challenge is recruiting in what is a very competitive marketplace. The IBM Institute for Business Value recently published a report investigating what people seek from their employer in 2021 taking into account the impact of the COVID-19 pandemic. The full report can be downloaded at https://www.ibm.com/thought-leadership/institute-business-value/report/employee-expectations-2021.

  Essentially though the five key factors are illustrated in the diagram below.

  IBM Institute for Business Value
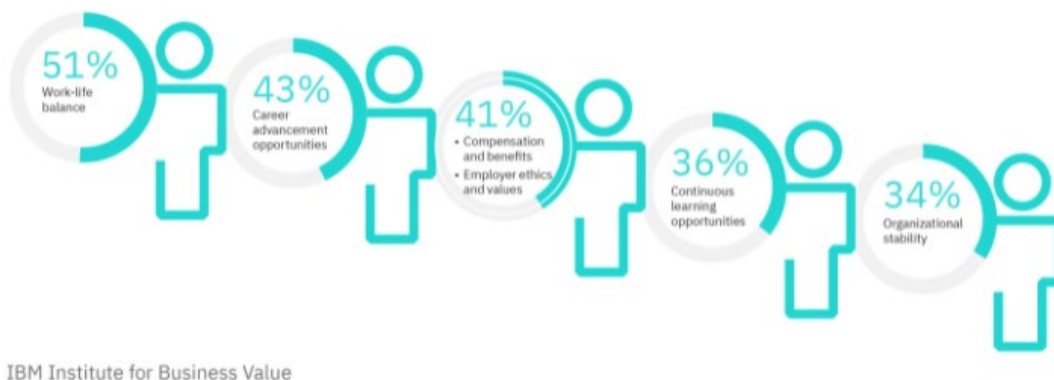
  Anderida provides all of these to some level and therefore should be attractive to potential recruits.

  Consider the degree to which your current approach to recruitment and especially perhaps advertising positions promotes these factors.

Indicator 8: Delivering continuous improvement

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I look for improvement ideas from my colleagues	37.5%	45.8%	6.2%	8.3%	0.0%	2.1%	0.0%
I am encouraged to improve the way I do things	35.4%	43.8%	14.6%	4.2%	2.1%	0.0%	0.0%
I am responsible for improving the way we do things	27.1%	37.5%	14.6%	12.5%	0.0%	6.2%	2.1%
I am trusted to try new approaches in the way I work	25.0%	39.6%	16.7%	12.5%	0.0%	2.1%	4.2%
Optional Questions							
My ideas are listened to	29.2%	39.6%	22.9%	4.2%	0.0%	0.0%	4.2%

"The attitude we have is what if this does work not what if it doesn't."

"We have started to develop a social media strategy to give us a better sense of direction."

"We discussed Outreach during the AGM. What we are doing well and what we could do differently. We agreed we will have a leader on it to provide oversight."

"We changed how the salary is advertised and have got more response since."

"The anti-bias presentation was very interesting and linked to the online training on unconscious bias. It is important to know that we all do it. By acknowledging that we do we can make it better.

You have created an environment which is supports innovation – That environment is built upon the culture of trust, transparency and open-mindedness which pervades Anderida. There are numerous opportunities for reflection. People are not hesitant to speak up, nor to challenge current ways of working. They believe, based upon experience, that leaders will listen to ideas and in many cases support implementation. Critically the survey showed 93.8% agreement with the statement 'I am encouraged to improve the way I do things.

You remain very open to external ideas and inputs. – Anderida continues to embrace the inputs from colleagues within PartnershipProjectsUK. The organisation founded to provide training and therapy in NVR in the UK. Additionally this year, Anderida is training people in and adopting ReAttach therapy. I also saw further evidence of implementation of recommendations from previous Investors in People assessments such as the creation of meaningful performance dashboards.

It is not just leaders reaching out to the outside world. Members of the Anti-discrimination Taskforce designed the session delivered at the AGM. This included encouraging colleagues to take Harvard's Implicit Association Tests which uncover unconscious bias.

There is an openness to constructive challenge – Two of the interview quotes provided above are enlightening. The first is the quote referring to the attitude of 'but what if it works'. The second is acknowledgement that all of us are prone to unconscious bias. These quotes, and others, demonstrate people are willing to be constructively challenged.

Supervision sessions again play an important role – Supervisions have been raised in many contexts through the report. In this context it is important to acknowledge that both individual and group supervision provide a secure and timely space for reflection and generation of new ideas and approaches.

Innovations are bringing organisational benefits – Examples include but are by no means restricted to areas such as changing the way salaries are advertised, which has created additional interest; and agreement that one person should oversee the Outreach process which will improve the efficiency and effectiveness of the process for all.

NVR is seen as a constant evolution. One of the perceived key benefits of recent years has been Anderida's increased capacity to offer services to family members, which they can themselves practice.

Whilst possibly not innovation in its purest sense, but of critical importance nonetheless, Anderida has developed the capabilities of middle leaders to constructively challenge external agencies such as OFSTED, colleges, and local authorities. This has given them the confidence to push the needs of the young people and to get these agencies on board.

But the survey response is down on the 2018 result. – The comparison table on page 16 shows Anderida's benchmark result for 'Delivering continuous improvement' is down 0.3 on the result achieved in 2018. Review of the 2018 results show there has been a marginal down shift in those feeling able to either 'strongly agree' or 'agree' with the four core survey statements.

The shift was investigated during the interviews. Those I spoke to provide the positive examples of continuous improvement shared above. However I believe there are two factors which may be influencing the survey result.

Firstly, the pressures created by resourcing challenges. This may be leading some people to conclude they need to focus their time on the 'here and now' rather than next steps. Secondly, and has been recognised by senior leaders, COVID-19 has negatively impacted on opportunities for people to get together. Some newer employees have only met certain colleagues via video link. This issue may have negatively impacted creativity and sharing. I know though this is something you are seeking to address as restrictions have been removed.

Conclusion – The survey result did give me some pause for thought, but the interview evidence and other evidence provided via the context discussion for example, demonstrate Anderida is committed to delivering continuous improvement. I have therefore concluded Anderida retains its 'High-performing' status. Looking forward I encourage you to

- **Provide face to face opportunities for sharing ideas –** This will undoubtedly become easier as COVID restrictions ease. You are however right in recognising face to face contact builds trust and understanding. Giving those who are relatively new to Anderida the additional opportunities to mix with their colleagues will be beneficial.

- **Show everyone how they can contribute to continuous improvement** – 20.8% of survey responses to the statement regarding taking personal responsibility for improving things were either ambivalent or negative. Encourage each home manager to speak to their teams about how everyone can contribute and make a difference. Would everyone recognise for example that many improvements are small in nature but collectively add up to make a significant difference.

- **Provide additional opportunities to share successes and achievements** – This was an important element of the AGM. It is good to give people the opportunity to reflect on how they have individually and collectively improved, and the outcomes created through that improvement.

CREATING SUSTAINABLE SUCCESS

Indicator 9: Creating sustainable success

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
My organisation is a great place to work	35.4%	41.7%	12.5%	8.3%	0.0%	0.0%	2.1%
My organisation has a plan for the future	41.7%	37.5%	8.3%	6.2%	2.1%	0.0%	4.2%
My organisation embraces change	33.3%	35.4%	27.1%	2.1%	0.0%	0.0%	2.1%
My organisation has a positive impact on society	66.7%	22.9%	2.1%	6.2%	2.1%	0.0%	0.0%
Optional Questions							
My organisation is committed to recruiting a diverse workforce	68.8%	25.0%	6.2%	0.0%	0.0%	0.0%	0.0%
At my organisation, we learn from our mistakes	39.6%	37.5%	14.6%	4.2%	0.0%	0.0%	4.2%
My organisation treats everyone as an individual	45.8%	31.2%	12.5%	6.2%	0.0%	0.0%	4.2%

"I am apprehensive. I do not want the directors to lose what they are and what they have done."(Comment about the then proposed sale.)

"I am ok with it (The proposed sale). Change is good but scary especially for a tight knit management team. It could bring a lot of opportunity to spread NVR and the way we work."

"I feel our jobs are safe but what the future holds I don't know. But they like our ethos and what we are doing. So I am optimistic that we will share the NVR."

"One young person is much more engaging now. I am having a conversation with an adult with aspirations. I really love to see that."

"NVR has taught them (young people) inner strength. When I think about all the interventions we did and see them years later you see the difference it has made."

The proposed sale of the business – We now know that Anderida is not going to be sold, but at the time of both the survey and interviews the expectation was that it would be.

The comparison table on page 16 shows the benchmark score of 6.1 for 'Creating sustainable success' is 0.3 down on Anderida's 2018 benchmark. My conclusion, having reviewed the survey results and spoken to people directly, is that the uncertainty surrounding the impact of the sale, simply made it more difficult for as many people to respond 'strongly agree' to some of the statements in 2021 as did in 2018.

The business is now not going to be sold. That in itself, whilst maybe welcome news for some, could create further uncertainty and I will cover what I suggest Anderida should do in this regard within my recommendations at the end of this section.

People appreciate the impact they and the organisation has – Thank you very much for giving me the opportunity to view the slides presented at the AGM. These gave every team within Anderida the opportunity to reflect upon and speak about the achievements of their young people. Which of course is reflective of the work you have done with them.

The slides, the interviews, and the dashboards you also shared with me, also spoke about the successes you have had in getting the young people back into education, repairing their relationships with their families and helping them to see they have a positive future.

The team invest a lot of themselves into the young people. As one of your team said during the interviews.

"Our relationship is the treatment. That is all I have to treat the kid."

I believe this is another reason why supervision is so important. It gives team members the chance to 're-fuel' given the energy they willingly expend.

You are committed to inclusion and challenging discrimination – The survey stated that 100% agreed Anderida is committed to recruiting a diverse workforce. Equally, your policies and practice, plus the introduction of the Anti-discrimination Taskforce show your determination to challenge prejudice and discrimination wherever you find it.

You recognise everyone has the ability to discriminate even if they do not realise, they are doing so. That you can speak about this in an open and honest way is a sign of the maturity of the organisation.

The team do embrace change – 95.8% agreed that Anderida embraces change. A very good result. That 27.1% were only able to 'somewhat agree' is I believe a reflection that some are challenged by the perceived scarcity of resource which impacts their ability to introduce all the change they would like to see.

Nevertheless the fact that Anderida does change is evidenced by the continued rollout of therapeutic approaches, the response to the COVID pandemic and devolution of key tasks to middle leaders and others by the senior leadership team.

Leaders are continuing to set a good example – It was noted that all leaders I spoke to during the course of this process were able to provide examples of how they are personally developing to meet future challenges. This sets an excellent example for the rest of the team. It also shows Anderida continues to be an organisation that will not rest on its laurels.

We invest in people

Conclusion – Anderida is an organisation which continues to look to and prepare for the future. The team are all engaged in making the organisation better for the benefit of young people, their families, other stakeholders and of course for themselves.

I have therefore concluded that Anderida remains at 'High-performing' for 'Creating sustainable success'. I now encourage Anderida to

- **Fully communicate the next steps now the business is not going to be sold** – As some of the quotes above and your own feedback suggests, some will be happy that the business is no longer to be sold. Equally though some felt the sale would bring opportunities.

  Thus it will be important to communicate how the organisation intends to continue to develop as an independent entity. People will want to be re-assured that Anderida has a clear plan and that there will be opportunities arising out of it.

- **Reflect and learn from the experience** – What lessons can be learned from the experience? What, as a senior and wider leadership team, would you differently it a similar situation arose in the future?

- **Prioritisation is important** – Anderida is ambitious and there is lots of things you still wish to achieve. Yet resourcing will always be a challenge for you. So prioritisation on where you apply time and resource will be very important. What are those things which really matter to you? Are these getting the prioritisation they need? Will other things have to go on hold whilst you focus upon what really matters.

- **The Foster Agency** – I have not focused on this because the agency is still in the development phase. However, and linked to the statement above about prioritisation, what does Anderida need to do to ensure it is successfully launched in the next 12 months?

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