

INVESTORS IN PEOPLE ASSESSMENT REPORT

Rodor Housing and Support



Key Information

Assessment Type	Review Assessment
Investors in People Practitioner	Sue Long
Visit Date	28/03/2017 – 29/03/2017
Assessment Enquiry Number	ENQ-103452-QNDFLF

Conclusion

Following completion of the three year review assessment, which took place in March 2017, I am able to confirm that Rodor Housing and Support continues to meet the good practice requirements of the Investors in People Standard, and therefore continues to be accredited as an Investor in People organisation.

I am delighted to confirm that the organisation has also achieved sufficient additional Evidence Requirements (ERs) within the Investors in People extended framework to merit an accreditation at the Silver award level.

Accreditation will continue for a period of 3 years, by which time a further assessment must take place. Continued accreditation is also dependant on a midterm review, at 18 months from February 2017. However, we recommend that a more regular annual review meeting can help maintain momentum and support continued improvement.

I would like to congratulate the team at Rodor on achieving this very high level of Investors in People accreditation. Thanks go to everyone for making me so welcome, and especially to Cora for organising the logistics of the assessment.

Milestone Dates

Review of Continuous Improvement Plan	Preferably annual, but not later than September 2018
Date of Next Full Assessment	February 2020

Sue Long
Investors in People Practitioner
10/04/2017

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Executive Summary

Rodor Housing and Support (Rodor) provides supported accommodation which is individually tailored to the needs of young people. They provide semi-independent living and specialised support to for young people with moderate to complex needs, and work in partnership with external agencies and all relevant professionals to achieve positive outcomes for each individual.

The organisation has successfully secured preferred provider status within the combined West Midlands authorities' framework for 16- 17 years supported accommodation, through to January 2019, with an option to extend to January 2021.

In response to the increased contracted work, the organisation has grown in number of employees and is developing people in order to field additional support, activities and management of new units which will be opening up.

This assessment has identified some key strength which support Rodor in its ambitions, including

- the committed support for training and development
- improved sharing of information and communication,
- robust induction of new employees
- visible and inspiring leadership
- increased consistency of approach Eg.The training manual
- Introduction of the core values (5 Es)

This good practice has led to a greater degree of professionalism in the way Rodor delivers its services and builds s with external agencies, which balances well with the more intuitive and caring element which the organisation also brings to the vital role they play in young peoples` lives.

The assessment identified some areas which could be further developed to support Rodor`s objectives, including the embedding of the values and possible use of a newsletter as the organisation continues to grow across more units. These and other recommendations are included within the Continuous Improvement Plan in Appendix 2.

As a result of this assessment, Rodor has now achieved Silver Accreditation as an Investor in People organisation, having met an additional 81 evidence requirements from the extended framework. When the organisation is next assessed, it will be against the revised version of the IIP Standard, and this will be a useful exploration of how well the values have become embedded. We strongly recommend that the management starts to work with the new version of IIP to help them identify the steps they could take towards being a High Performing organisation.

Objectives of Assessment

During our planning discussion, and in line with your overall business priorities, we agreed how your assessment against the Investors in People Framework could support the organisation's priorities. Key to this is the continued development of the business as a significant provider of supported accommodation for young people, with retention of contracts, based on retained staff and the development of increased competences and capabilities of the team:

- Feedback to support improved staff retention and commitment
- Identifying levels of understanding of vision, and ethos of Rodor – and what is expected of employees. How do we need to work differently, individually and as an organisation, to achieve our aims?
- Feedback on the degree to which people feel responsible and recognised for the part they play in the success of the organisation
- Feedback on the effectiveness of developing capabilities and competences of key people
- A review of your people practices against the recognised good practice of the IIP Standard.

We also agreed that 86 additional evidence requirements of the Investors in People Framework would be covered, which might result in accreditation as an Investors in People at the Bronze/Silver level. This included the following topics: Values/Ethos, Shared strategy, Use of KPIs, Learning and development strategy to build capabilities, effective learning and development, equality and diversity, work life balance, a clear expectation of leadership and management capabilities, effective management of people, including feedback on performance, effective internal communication and collaboration.

The assessment process included observation of the weekly management meeting as well as individual one to one interviews of a representative sample of employees.

Feedback against the requirements of the Standard

Shared vision – communication, values, KPIs, social responsibility (Supports indicators 1, 9)

The successful bid for preferred provider status within the West Midlands authorities framework provides a strong degree of job security for staff and the organisation is about to take on additional accommodation in Worcester, and later on, in Warwickshire and Staffordshire. Another provision is also about to open in Birmingham.

The success of this tender is based on their recognised success with young people, and on the level of highly trained and qualified staff who are providing this specialised service.

Outside of West Midlands, Rodor also provides support for referrals from other authorities such as Surrey, Hounslow, Dagenham, and Nottingham.

A Rodor Team Plan was developed for 2015-2016 and updated for 2016-2017, and regular (monthly) whole team meetings are held to update people on progress and openly discuss any aspects which staff wish to raise. This, along with much of the training, is open to bank staff as well as employees. A weekly management meeting is held which involves all managers in short and longer term planning. During this assessment, one of these meetings was observed. The discussions help managers to be better financially aware, with an understanding of their monthly budgets in each of the units, and the value a placement brings to the business.

“We discuss what is happening and our plans for the future, and we share ideas on how to deal with different cases”.

A number of KPIs are used to measure and drive performance, including the continued ranking in all 5 tiers of the framework, scoring/results of the LA quality assurance checks, (looking for minimum required actions), number of placements, achievement of individual objectives (as agreed in each young person’s plan) and income. Average monthly income in 2017 is projected to be £100K - £104k, compared with £79K - £85k in 2016 and £45k - £53k in 2015.

Staff have a clear understanding of the success measures, including KPIs. They also describe the ultimate success where they help a young person to achieve independence, before they have to move on at 18 years. They are all aware of the various objectives which the LA Social Workers will be monitoring, such as Registering with a Doctor, booking dentist/optician appointments, building relationships with staff, being able to look after their home, accessing education. The 5 key outcomes are based on: Stay safe, be healthy, economic wellbeing, positive contribution, enjoy and achieve.

Internally, the Services Manager will also be regularly checking that files and records are kept up to date.

The Core Values are the “5 Es”: Educate, Encourage, Empower, Elevate and Enable. These are consistently applied to both the supported young people and employees of the organisation. They are regularly discussed in team meetings and used in person specifications for recruitment and selection. People confirmed that they personally believed and shared the values, which they and their managers consistently display.

“When you empower someone, that’s the baseline from which you can elevate them. It’s part of our ethos”.

The organisation is committed to working with the local community and has strong connections with the charitable activities of the local Seventh Day Adventist Church as well as supporting the food bank at the United Reform Church. Management also described how they are about to open a new business – RiCoffee Ltd, a coffee bar in premises next to their Erdington offices which will provide entry employment for young people, and be a meeting place for local mothers and young children.

Building capability – Learning and development (supports Indicators 2, 8, 9)

The strategy for learning and development at Rodor is based on

- Meeting legislative requirements
- Developing specialist skills in order to achieve objectives with young people
- Personal development of employees to enable progression and increased confidence

There is a need to develop more people who can take on management responsibilities as more units are opened. Both current unit managers hold L5 Diploma in Health and Social Care Management, and have developed through the organisation from support worker roles. Further L5 candidates are being supported in order to progress into future manager roles. This assessment showed evidence of people who have joined the organisation with their L2 and L3 and have been offered opportunities to develop team leadership skills and further opportunities to progress.

Additionally, the strength of Rodor and the key to further growth comes from the team's ability to deliver a wide range of activities and support for young people, always at a consistently high standard. This means that employees are encouraged to access a range of training such as Sexual Health, and other specialist areas. As one staff member commented:

“People need to be trained. It's important, to make this organisation really shine!”

Impact of learning and development is measured through the ability of the business to respond quickly to referrals and provision of supported accommodation, with existing qualified staff, and through the monitored breadth of specialist support the business can provide. It is also measured qualitatively through the various quality assurance checks and audits which are carried out on the services. There is now a greater focus on mental health issues as these have become more complex with young people, and therefore Rodor works with organisations who can provide funded learning for staff on ADHD and the Autistic Spectrum.

The legislation around working with vulnerable children is dynamic, and Rodor remains responsive to all developments and requirements regarding safeguarding, and works with a number of external agencies in order to access fully funded and relevant training. For example, through Barnados, Child Sexual Exploitation (CSE) training, and training via the Birmingham Safeguarding Children Board – such as child protection, safeguarding, FGM, and Drug misuse.

The organisation is looking to deliver further support and training on sexual health, and has identified 2 employees who will take a lead and are accessing external training courses.

Paid for learning includes Management of actual or potential aggression (MAPA) including TeamTeach learning, and qualifications at L3 and above from Birmingham Metropolitan College. All staff have as a minimum, L3 in Health and Social Care, as this provides a consistent baseline level.

In line with the values, there is a strong focus on coaching and mentoring, with managers supporting other staff who are studying for their L5. Some management have accessed Train the Trainer learning so that learning can be further shared and taught internally.

All staff carry out reflection on how they will use their learning and this is discussed within supervisions and within team meetings.

Rodor has a learning culture, and employees confirmed that they are learning all the time. They discuss their learning needs and have career and personal development discussions in their supervisions, which for one individual had led to a team leader course at Birmingham Metropolitan College. Staff also described how they receive information from external agencies about training courses, which they can then take to their manager if they feel it is useful.

“You learn all the time. I see something new nearly every day. We share information at Handover, in the communications book or the log book, and at our meetings.”

Learning styles are recognised and discussed in supervision, and where possible, learning is tailored. For example, with more practical support. A staff member described how effective the training on misuse of substances had been, which included covering up the delegates' eyes, and making them feel dizzy in order to understand some of the effects which substance misusers experience.

A manager has developed a new Training Manual to help bring greater consistency, and greater robustness to induction. This has been issued not only to new staff as part of their induction, but also to all existing staff. The Manual provides log templates, protocols, guidelines and a record of training.

New employees are supported with a planned induction which includes visits to Units, shadowed shifts, and working through a manual/staff induction booklet which provides clear guidance and standards for their role as a support worker. They have to demonstrate that they can answer key questions (such as What's the Children's Act for?). All staff have a 3 months' probation, and will have a senior support worker as a mentor and manager as back up.

Leadership and management – roles models, effective managing, feedback and support (Supports indicators 4, 5)

As all management have completed a minimum of L5 Diploma in Health and Social Care management, there is a good consistency in the understanding of what effective leadership and management looks like within Rodor, and this is supported by the values. In particular, senior managers confirmed that managers are expected to be good communicators, displaying open, honest and transparent leadership. The future capabilities of the business are linked to the ability to field good managers across the new units, whilst maintaining the consistency of standards. Managers are reviewed within supervisions, informal one2ones and appraisals with the Service Director. The primary qualification is L5 Diploma, but

managers are also supported with mentoring and additional support if required, including the opportunity to shadow roles

Managers spoke of their role in getting the most from people – empowering and developing them.

“I try to be honest even when it is uncomfortable”.

The leadership team confirmed that they role model the values and the commitment to learning. They also described how they ensured the values were reflected in their management approach.

“We talk about “Team Rotor” and I attend team training, such as Team Teach, with the rest of the staff.”

“We must empower our staff because they will get challenged by the young people. Even if they do something wrong – we will support and work with them”.

Staff described how the top managers regularly visit the units and get to know the individual young people. They confirmed that they had trust and confidence in the senior team, who they see to be *“Firm, but laid back”*.

“There is a professionalism and passion for what they do. You see it in their behaviour – the way they speak to the young people”.

“You see the way they behave. The way they talk to the young people. Always calm, always respectful. With authority, but they do it with humility”.

Employees also described how they receive phone calls from the senior managers personally thanking them for their hard work.

“I feel valued by the company – I enjoy my work and I care about the young people”.

Employees described the support they receive from their line managers – including regular supervisions, unit based meetings, delegated tasks and help to access appropriate training.

“My manager empowers me. When I first came here, I didn’t have the confidence to speak to the young people... Now I am helping them achieve their objectives”

The Service Manager supervises the managers, with monthly supervisions, ensuring that the key worker reports are kept up to date. The Office Manager regularly does shifts at a unit as a key worker – to provide a better understanding of the work the team carry out – *“I enjoy it, and I get a better insight of what we do”*.

All staff are encouraged to develop individual leadership capabilities. It starts with empowerment, but there are short courses on team leading and care planning. Each support worker is expected to take a leading stance in the way they develop and implement their care

plans as a key worker. Staff also commented that they worked as a team to support each other.

“We want to encourage staff to develop these skills to deal with young people. Management take care not to undermine. We are trying to encourage our managers to delegate to senior support mentors and support mentors”.

“When I am assigned a young person, I work with them for all their needs. I have quite a lot of authority in identifying what’s right for that young person”.

“They push us. If they see you are capable and you’re showing it – they’ll encourage you. The encouragement doesn’t just come from management. We encourage each other too”.

Throughout the interviews, all employees confirmed their pride in working with Rodor, and the commitment they have to its success, particularly with regard to the difference they can bring to young peoples` lives.

“I feel very proud and especially of the outcomes we achieve with young people”.

Employee engagement – reward and recognition, involving, empowering, work life balance (Supports Indicators 3, 5, 6, 7)

As a result of the successful West Midlands tender, Rodor has seen an influx of people approaching them as potential employees, and this has provided them with the opportunity to choose the most appropriate people to fit the ethos of the business.

Retention of staff is high. The team has grown from 18 in 2015/2016 to 25 in 2017, and have only let 2 members of staff go (in relation to performance) and one staff member left due to location. Rodor also use a core of up to 7 bank staff who provide weekend work and/or cover

Through the full team meetings and the regular supervisions, employees are encouraged to raise any concerns and make suggestions about the way the service is delivers.

Unit managers described how they would be involved and consulted before a young person is approved to join a unit. They would be involved in reviewing the profile and discussing where and how the individual could best be supported. In turn, they would also discuss this with their senior support team.

Staff confirmed that they regularly contribute to ideas on activities, different types of education, different therapy interventions, and access to LGBT Groups etc.

“We try to let people know that this is a creative field. Every young person needs to be approached differently”.

Managers hold regular team meetings in the Units, and there are also opportunities at handovers to discuss issues and consult with staff. Individuals on the team are given different responsibilities, such as health and safety in the flats.

The organisation has updated its equal opportunities policy, to give people a fair chance. For example, if someone has been previously convicted of a crime (provided it is not connected with children and young people). They ensure that equal opportunities and diversity is embraced, and there is a wide mix of ethnicity in the team which reflects and meets the needs of the young people they are supporting.

The organisation uses Peninsular for a range of HR related support, and this includes the Employee Assistance Programme for confidential counselling and advice. People are discouraged from working extra hours and managers try to avoid calling employees when they are not on shift. Employees confirmed that they are able to choose working hours and shifts which suit their needs and were not pressured to do extra hours.

There is also a lone working policy and staff are supported with a call system, 24/7.

The organisation is looking to increase the amount of teambuilding activities for employees and has events planned later this year, including paint balling.

The strategy for recognising and valuing people includes team recognition, with meals out, as well as individual vouchers for people who excel. Managers have a good sense of which staff members are motivated by development and progression, and look for opportunities to give people the chance to grow. They also send staff on “treats” with the young people they support, such as Drayton Manor, or holidays in Scotland. People spoke of simple acts of kindness and caring by senior managers – for example when they had been ill.

“They realised my potential – it makes me want to work harder, knowing they appreciate me”.

Employee of the Month has recently been introduced, recognising up to 2 employees per month. Most recently these were awarded to someone who had delivered some excellent work with a young person, and an employee who was new but was already being extremely interactive.

Within appraisals, people receive individual praise and some have received discretionary pay rises, based on merit.

Review and evaluation – measuring performance and continuous improvement (Supports indicators 1, 9, 10)

Overall, staff and managers confirmed that the main measures of impact of the people strategies, including learning, start with the progression of the young people in supported accommodation, and the achievement of their objectives. It is also seen in the relationship the mentors build up with parents, social workers and other agencies. Impact is also evaluated through the range of advice and activities which Rodor can offer, and the quality of reports and feedback from the external and internal audits. Ultimately, it is seen in the number of referrals and the successful bids which the company achieves.

A significant amount of learning and development is funded – for example by the local authority. Staff also benefit from in-house support, for example from a member of the

management team who is a qualified counsellor. Staff who access L5 Diploma have their training 50% funded, and other learning is paid for by the company. For example, Team Teach is £90 per person (restraint techniques) and First Aid is £35 per person. The business recognises that there is also a considerable time cost to the learning. Excluding online learning and NVQ3, this is likely to equate to approximately a minimum of 23-25 hrs pa per employee.

Staff carry out reflections after learning and discuss with their managers how they are applying their new skills and knowledge to their work. Many staff described how the MAPA training had helped them to de-escalate situations with young people in their care, and to learn how to control their own emotions in order to deal with conflict and challenging situations more effectively. Managers confirmed that they observe staff, watching for changes in behaviour, after training activities, and check understanding of new knowledge within supervisions.

Two members of the team are completing their Sexual Health Training. With this, and additional learning such as the BILD Positive Behaviour, Rodor will be in a position to offer Sexual Health Training. *“It` will be a valuable in-house service”*.

A number of staff have accessed learning on Mental Health Awareness and confirmed that it was helping them in the units.

“I brought back so much into the workplace. I have young people who are on the spectrum, and I can pinpoint more issues – I have a far better awareness than before”.

Internal training has led to better quality reports which are sent to the local authorities.

Managers described how their leadership learning had helped them to develop their management style. For example, by spending more time at handovers to talk and consult with people. Others spoke of increased confidence and ability to make decisions. All managers made reference to the help such learning has in balancing the more emotional side of their supporting role with a professional management approach.

Staff commented that the CSE training had been particularly impactful, and was making them more vigilant.

All staff training is recorded on a training matrix.

After any incident, staff described how the team would hold a debrief to review lessons learnt and share this with the wider team.

Monthly reports are completed for every supported young person, including a review of how the budgets have been spent. Requirements of the Individual Placement Agreement within the framework (IPA) have to be met, reporting on placement objectives and outcomes.

The team is measured in its ability to meet individual objectives (of the young people) as well as meeting the different requirements of the Local Authorities within the Framework. There are regular external audits on units and on files (Birmingham has carried out 4 in the last 6

months), as well as visits by LA social workers and Rodor`s own internal audits by the service manager. There is also the need to meet the requirements of Reg 40 (Residential Care and Children Services “Ofsted”).

Currently, Rodor has a member of its team doing a piece of review work on placements, looking at the length of time (Actual and estimated) and the factors which influence outcomes.

Recent improvements have been brought in as a result of evaluating the organisation`s people strategy. These include a more robust induction and the new training manual. They have also used external reviews, such as the previous IIP Report to help shape the way they manage and develop people. For example, with the use of a skills matrix and the introduction of core values. Staff confirmed that the training manual was a useful improvement, and also believe that communications has improved across the organisation.

Appendix 1 – Continuous Improvement Plan

Business Issue - What	Suggested Actions - How	Potential Benefit - Why	Priority - When	Solutions/Support Available - Who
Vision and values	<p>Consider ways to further embed your 5 “Es” into the heart of your organisation, and to drive further consistency in behaviours and management. For example, by including them in appraisal and supervision discussions, leadership capabilities, and as part of the recognition and value strategy. Many organisations successfully use some kind of “Values in Practice” challenge/award in order to recognise people who are strongly supporting one of their core values.</p> <p>Consider a quarterly review of your vision and plan with staff, as the landscapes can move quite quickly in response to new contracts and increased referrals</p>	<p>Helps to strengthen your culture and the consistency of behaviours at all levels.</p> <p>Supports dynamic leadership and the involvement of people in the direction and success of the business. Helps to keep objectives and targets in focus.</p>	high	Internal
Building the team	<p>Consider use of personality profiling to help build the management team, and understand better the strengths which people can bring to the organisation. For example, Belbin or Insights Discovery.</p>	<p>Strengthens the team and maximises capabilities.</p>	mdm	Internal – speak to your IIP Practitioner for further information, if required.
Communications	<p>As the business grows, consider the use of a newsletter (electronic) to share</p>	<p>Maintains consistent sharing of good practice and involvement,</p>		

	<p>information and blogs. Perhaps this can be a spin off from the Facebook page.</p> <p>More team meetings are likely to be held at units in the future. Consider encouraging the young people to hold their facilitated meetings beforehand so that their views can be fed directly into the team meetings.</p>	<p>even as the organisation grows, with additional units opening up. Can also be a vehicle for celebrating and recognising achievements.</p> <p>Gives the young people a greater sense of input.</p>		
Learning and development	<p>Consider more ways to celebrate learning achievements to demonstrate its value and recognise peoples` effort and commitment</p> <p>Be prepared to flex induction support such as shadow shifts to ensure that you meet everyone`s need. Some may need more time than others.</p>	<p>Promotes the ethos of continuous learning and the value of learning. Motivates people to achieve.</p> <p>Provides more tailored support where required.</p>	<p>High</p> <p>High</p>	Internal
Review to support continuous improvement	<p>Consider use of an employee survey to obtain feedback on employee engagement, development and effectiveness of leadership and management. By repeating an exercise</p>	<p>Tracks strengths and improvements. Identifies what needs to be improved.</p>	Mdm	<p>Internal, and speak to your IIP Practitioner re. IIP 6. Visit the website www.investorsinpeople.com The management team</p>

	<p>like this, you are able to track trends and improvements.</p> <p>Your next IIP Assessment will use Generation 6 of the IIP Standard. This includes an online assessment to all staff which will provide valuable feedback which can be benchmarked.</p> <p>Start to use the new IIP standard to identify strengths and areas which you may wish to develop. Some key new topics are transparent leadership, greater impact of values, structuring work, and creating sustainable success.</p>	<p>Provides Rodor with its 3 year plan for improvement towards Advanced (Gold) or High Performing (Platinum).</p>	<p>could take the free self-diagnostic and discuss the results with your practitioner. Throughout the year, events and workshops are available to help you get the best from the new Standard.</p>
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Appendix 2 – Assessment results summary

The Investors in People Framework

The Evidence Requirements

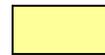
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The number of evidence requirements met is 118 - x37 from the Core Standard and x81 from Your Choice.

Key:



The Core Investors in People Standard



Your Choice from the Investors in People Framework



Not part of the Investors in People Framework