



**INVESTORS
IN PEOPLE** |

Scotland

Specialists in Leading and Managing People

CALEDONIA HEALTHCARE Ltd

REVIEW REPORT

UNDERTAKEN BY
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On behalf of Investors in People Scotland

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PART 1 - INTRODUCTION

EXECUTIVE SUMMARY

This is now my third visit to you to conduct an Investors in People Review and I have enjoyed every visit to your Company. Investors in People focus on two things the first is "performance improvement" the second is that this is done "through your people". You are a shining light for these two critical drivers. The commitment and loyalty shown by your office staff and agency workers is of the highest order. "There is a sense of ownership and pride for the organisation" and "people believe this is a great place to work" are two evidence requirements which indicate high levels of effective employee engagement. These are aspirations which all companies should aspire to but not many meet. The fact that this is felt by your agency workers says so much for the leadership and management you display in the staff team.

What I also find of note with Caledonia is your total focus on your service users or corporate clients. There has been a lot of negative publicity recently about standards of care in the sector. I asked every agency worker interviewed about this and they all said the same thing. Caledonia cares deeply for the people it serves, this is expressed through the example shown by the office, through the feedback being used, the support given and last but by no means least the care the agency workers feel the staff team give them.

What I also feel is a particular strength is your ability to look into the future and adapt, growing private client services is an example of this and this balances the pressure on service delivery brought about by the down turn in Local authority budgets. You apply this foresight in a very intuitive and involving way and this is a reinforcing way of working which is ensuring staff naturally share and understand what you are seeking to do in the longer term. You balance this by having excellent systems in place for operational management and here again the drive and commitment shown by staff and agency workers builds on these systems.

The business is going through succession with the baton being carefully passed from one family generation to another and the feedback from staff is that this is a very effective process at the moment which is keeping the "Caledonia way" very much intact.

May I offer a big well done to all of you for what you are achieving and the way you are doing this "through your people" – you exemplify the spirit of Investors in People

OUTCOME

We discussed the use of the bronze, silver and gold levels which are now available with Investors in People. You did not feel that going for these levels would benefit Caledonia Healthcare Ltd at this stage.

To maximise value to you and the Practice I have not used the three levels approach for this Review. Instead I have examined the salient parts of the Investors in People Framework which are aligned to your business and people drivers. I have also referred to other evidence requirements within the Framework to support this. A copy of the Investors in People Framework is at Annex A to this report

Strengths

I enjoyed tremendously speaking with your staff and agency workers, they were all so positive about Caledonia Healthcare Ltd they made the interviews a pleasure to part in. Staff and agency workers discussed your strengths across the following areas:

- People enjoy working for Caledonia, they find it very professional, well organised and very friendly
- The time office staff make to meet every agency worker who visits the office and the obvious genuine support in place from office staff to the agency workers
- The feeling of being one big team which is difficult in many businesses but even more so in an agency set up
- The leadership and management style right through the office which is ensuring the "carers are cared for"
- The way you use conversation and reflective practice to put staff at ease and to discuss any issues but in an empowering way without necessarily calling it this!
- Your ability to look ahead using foresight to reposition Caledonia as required as the market shifts and changes
- The focus on your business on the corporate clients and the private clients you support. You are a for profit organisation but there is no doubt which comes first and this is the people you look after.
- The way you are supportive of your agency staff and the care you take to make sure they are looked after and that they are able to pass on any concerns, which they know will be dealt with
- Your internal data base systems which were "home developed" but give you tremendous functionality
- Teamwork within the office team and out to the agency workers
- The extremely positive culture you have that agency workers are made to feel welcome
- The way you are going about succession and the seamless way this is being managed

Suggested Recommendations

I only have 2:

Values

Can I tell this by way of a story? I spoke to the manager of Buccleuch fine foods about 6 years ago. He was talking to me about premium quality and the difficulties of getting recognition for this. What he was talking about is that on the Buccleuch Estates they have some of the finest beef in the world. Selling the prime steaks is easy but getting recognition for the rest of the animal is more difficult.

Now what the heck has this to do with us I here you say. Well I feel that you are a premium brand; you are getting recognition for this through word of mouth and recommendations from existing clients. You regularly make marketing drives to promote your services. I just feel that you have many significant strengths which you could capture as your values for care and how you treat your workforce. With some companies they have to capture this, work out the gap and make the efforts to move to where they want to be. With Caledonia you are already there you just need to capture what is important to you so you can share this with current and future clients. I am not suggesting here that you boast about what you do rather you just state it as it is.

1.4 values which describe the guiding beliefs and underpinning behaviour
Longer Term Trends

Again as with values this is something you already do. You are intuitive here and you constantly seek what is changing, discuss this, think about it and then move forward. It is a way which works for you and I would strongly recommend that you keep this way of working. But just to ensure there are no gaps there may also be merits in looking at a structure to also put in place which would run along side this way of working. You could meet say every quarter to look into the future and check that nothing is coming below the horizon which may affect you. This would ensure that you are able to spot any gaps in your normal thinking and to make sure you are building capability aligned to longer term market trends.

1.1 vision and strategies and 2.4 building workforce capability for the future

METHODOLOGY

All the office staff were interviewed and 6 agency workers were interviewed

CONTEXT

The planning meeting was held on 6 September and I have captured the key aspects of this in the table below which links your business/people drivers with the Investors in People Framework.

BUSINESS DRIVERS	RELATED PEOPLE ISSUES	LINKS WITH IiP FRAMEWORK
<p>Changing Environment of Care</p> <p>There are short, medium and long term trends which are affecting the care market. Some of these trends are contradictory in nature. For example the needs for care will increase given the aging population but this is happening at a time when pressure is being put on local authority budgets.</p> <p>Others are about changing balance and focus. For example the budgets for mental health support are growing whilst some available budgets for care in the community for learning difficulties are under pressure.</p> <p>Also the funding models are changing with more funds going straight to the service user so they can purchase direct support</p>	<p>Emergent Strategy for Caledonia</p> <p>Caledonia are well placed to take advantage of the changes in the market place. You have built a reputation for the quality of the people and the services you provide. Different funding models for support/care give Caledonia options on the contract you wish to pursue. Direct care in particular gives you recognition for the quality of services which some other forms of service delivery and procurement may not.</p> <p>As managers and staff team you have to focus on delivering high levels of service daily AND you have to make time to think ahead to ensure that emergent strategy within Caledonia is maximising opportunity and managing any down side risks.</p> <p>Within a structured approach to managing opportunity and risk you also have to be able to</p>	<p>Planning</p> <p>1.1 The organisation has a purpose, vision, strategies and plan</p> <p>1.4 Clear core values relate to the strategy (these are ingrained within Caledonia and not necessarily written down. I will explore the concept of values when I speak with staff and agency workers to capture what people feel are the key values which you work to. As we discussed this gives you to ability to link your internal values with your USPs and brand)</p>

	<p>react to short term opportunities as they arrive.</p> <p>Effective communications within the staff team and awareness of both operational and strategic drivers are a key part of how you operate.</p> <p>You balance structure with opportunity and format with intuition. I want to capture this when I speak with staff and agency workers</p>	
<p>Person Centred Delivery</p> <p>The way you treat your staff and agency workers reflects in turn how you wish them to work with the customers and service users you support. This is important to you because it is what you inherently believe in. It also ensures the quality of services you are delivering day to day AND it is building on your reputation and brand to win new work</p>	<p>Creating an engaged and empowered workforce</p> <p>You make time for people. You deliver high levels of training. You give feedback and performance reviews across your staff and agency workers. In turn you are developing a skilled and empowered workforce. As we discussed I will seek feedback on these attributes when I speak with your staff and agency workers.</p> <p>A recent piece of research on employee engagement has been published and is available free of charge from the Internet and this is called the MacLeod report. I will send you the core slides we are using for the knowledge networks which covers the finding of the MacLeod report.</p> <p>A key aspect of the research is that high performing teams need to:</p> <ul style="list-style-type: none"> • know what is required of them – rational engagement <li style="text-align: center;">AND • they want to work for the team or organisation – emotional engagement. I will seek feedback across these two areas <p>I will seek feedback from staff across these two areas</p>	<p>Rational Engagement</p> <p>1.2 People are involved with planning (appropriate to their role)</p> <p>7.4 People are supported and trusted to make decisions</p> <p>7.5 Knowledge and information are shared</p> <p>7.8 People can challenge the way things work</p> <p>Emotional Engagement</p> <p>5.2 Managers are models of leadership, teamwork and knowledge sharing</p> <p>5.5 There is a culture of openness and trust</p> <p>6.8 Colleagues achievements are recognised</p> <p>7.9 There is a sense of ownership and pride in working for Caledonia Health Care</p> <p>10.6 People believe Caledonia Health care is a great place to work</p>
<p>Effectiveness</p> <p>The process of effective succession is well under way within Caledonia with the second generation taking on</p>	<p>Knowing what matters</p> <p>Your staff team need to be aware of the short term drivers around daily running whilst</p>	<p>Performance Measures</p> <p>1.5 Key measures (both intuitive and structured) are used to improve performance</p>

<p>more and more responsibility within the business. Your track record is one of success and you are building on this with testimonials to how you deliver current service and opportunities being won through new contracts.</p> <p>Your measurement systems need to keep pace with the balance in the business between short term operational AND the longer measures with regards to maximising longer term trends and opportunities.</p> <p>A lot of what happens in Caledonia is intuitive and based on sound values established from the outset. You need to continue to nurture this core ideology, whilst also building in some more structure to the business (I have explored the concept of core ideology in the slides I have sent you) with the ability to continue to innovate and change to adapt to emergent opportunity</p>	<p>also being aware of how you react to future trends and opportunities. You need to continue capture this in your management systems both structured and intuitive</p> <p>Personal and Corporate Capability</p> <p>You have worked hard to develop a well trained, motivated and empowered work force of both staff and agency workers. You need to continue to build on this both within the day to day pressures as well as to manage longer term opportunities identified in your business planning</p>	<p>9.4 Impact on key measures can be described 10.2 Information from internal and external review are used to improve performance</p> <p>Strategic Capability</p> <p>2.4 Learning and development strategy builds capability (look at both reflective and insight based learning) 2.6 People make decisions about their own learning 2.7 & 8.4 Learning and development is innovative and flexible</p>
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<p>with the office team the situation will be taken seriously and they will take this up with the client (this was a common sentiment expressed by all agency workers interviewed) I was keen to seek this evidence due to the sometimes negative publicity which is coming from the care profession at the moment.</p>	
<p>Succession from one generation to the other is well under way with Caledonia with mother handing over the day to day reins to daughter. On speaking with staff this succession is largely seamless as the core values are shared. Susan (daughter) is studying a Master's Degree Care Management three days a week and this is bringing in another level of forward look and insight to build on long term planning for the business. This will enable you to further strengthen their ability to look ahead to take advantage of the trends emerging with an aging population and pressure on care budgets. An example of this is how you have expanded private care since the last Review. This is now an important part of the business and is balancing out the down turn in their historical market due to the pressure on Local Authority budgets.</p>	1.2
<p>Operational planning has been a strong feature of the business which I have observed over 3 liP Reviews. On my first visit they were installing a very basic data base to manage the day to day operations. This basic data base has been developed over the years and it is now an invaluable tool for Caledonia. I have observed companies spending thousands on high end data bases and not getting the service which your basic system provides. The key is that it has been developed internally to suit your business. It is a paired down system but all the better for that. The data base gives the system, the team make it work. It was a joy speaking to the office staff. They all love working with Caledonia and this came across so strongly during my conversations with them. It can be a thankless job to fill agency slots at short notice but the team take this in their stride.</p>	1.1 & 1.2
<p>The ability to manage the large number of varied contracts they have starts with the way agency staff are treated. They feel that there is a real sense of care from the office towards them. They in turn give back by trying their hardest to fill a shift or if they cannot they will let the office know in sufficient time so they can find a replacement. Good for Caledonia and even more important for your clients as they are receiving continuity of care & support. There is always a duty manager on call from the office and this is significant from what is a small core team. Agency staff know if they have any problems at any time then all they need to do is telephone the office or the duty manager if it is out of hours and support will be there. Again this is a capability which is much respected by the agency staff because they feel they are not on their own and help is at hand when required. You are building on this in built ability by bringing in more structured meetings for operational planning so that a routine for reflection and looking ahead is firmly established in the business. This is very much building on the great work that has gone on before hand.</p>	1.2
<p>What you do is very special and these are not my words but the words of your agency workers. At a time when the care profession is being brought into disrepute by a minority who are fostering inappropriate standards across all three sectors. You are a shining light to the care and devotion you take to ensure your agency workers are supported so in turn they can concentrate on the support and care for those in their charge.</p>	1.3
<p>There are no representative groups (trade unions)</p>	

PERSON CENTRED DELIVERY – Creating an engaged and empowered workforce

Analysis of findings	Ref:
<p>There has been extensive research and consultation in effective employee engagement in the last 3 years both here in the UK and globally. This research has been captured in a report called the Macleod report which the last Government commissioned and this Government is taking forward. MacLeod defines effective engagement as:</p> <p>Employee engagement is a workplace approach designed to ensure the employees are committed to their organisation’s goals (rational) and values, motivated to contribute to organisational success (emotional), and are able at the same time to enhance their own sense of wellbeing.</p> <p>MacLeod identifies engagement as both a rational condition, that is “I know what is required of me” and an emotional condition, “I want to work here”. His research indicates that across UK organisations rational engagement is about 80% which is high. With emotional engagement it is only 12% which is extremely low. The conclusion by MacLeod, which is backed up with a host of other research material is that if we want to improve team and organisational performance we have to improve on emotional engagement.</p> <p>I have Reviewed many IIP organisations where the level of emotional engagement from full time staff is not as high as it is with agency workers at Caledonia. This without doubt is an exceptional capability you have built up and you should all be justifiably proud of what you have achieved. What I find fascinating is that when you get behind the research there can be complex psychological reasons why some staff feel engaged with their employers and others do not. You are doing many good things to build this attribute but what comes across stronger of all is the time the office staff, including managers and directors take time to make coffee and have a chat. It shows you care but it is much more than that. It is the ability of your agency workers to discuss in a very relaxed way their work, those they care for and any personal issues which may affect your work. You do this in a totally unstructured way and it is all the stronger for this. Agency workers appreciate this due care and attention but they are equally keen not to abuse the process. Also the way your office staff balance the real pressures they are under with the desk job to take time out to talk and listen. In the future what ever you do to your business always make sure you have a functional kettle on hand!</p> <p>This culture is also important for the client’s you serve and the individual service users. You cover a wide range of care situations. Some of the work your agency workers are doing is extremely difficult. They are also in vulnerable positions as they are often alone in other peoples’ houses. These conditions if not checked can lead to anxiety and stress. The agency workers talked about the almost therapeutic way they can discuss their clients and job in a setting which is totally relaxed and at ease. It enables them to discuss the issues before they become significant. It also enables them to get this off their chest. You carry out this way of working using reflective practice which I assume comes from the nursing experience within the team and across some of the agency workers. This way ensures that there is an opportunity to off load but the action remains with the individual to resolve or if concerns lie outside of this you will take these issues up with the clients your selves. It is a balanced system where people can talk through what is concerning them and this enables them in most cases to work out</p>	<p>7.4 & 7.5</p> <p>7.1, 7.2, 7.4 & 7.5</p>

<p>themselves what needs to be done. I see this across the voluntary sector as they call it support and supervision, you are doing the same thing all be it in a more unstructured and relaxed way.</p>	
<p>I have included at annex B the four key drivers for effective engagement across rational and emotional drivers from Macleod and I have summarised these below from a Caledonia context:</p>	
<p>Strategic narrative Your long term planning is not structured. This does not imply that it is not effective. It is the opposite, it works for you and from an Investors in People process it is not the process which is important but the outcome. As a family business you routinely discuss longer term trends almost intuitively. These conversations are carried on into the business. This way of working is ensuring that you are spending time on the conceptual stage of any new idea. You also discuss and share this around the office. This can be sandwiched between, have we got that shift covered to who wants a cup of coffee? Again you are not necessarily conscious of this but it is just how it happens and I found this interesting when talking with the office staff. The outcome of all this is that you are visionary, always trend aware, take time to seek the views of others, test out the ideas and then when you have thought it through you move decisively forward, very intuitive, very creative but very effective. So there who says you do not have values that guide you!</p>	<p>5.1, 5.2 & 5.5</p>
<p>These conversations are carried on with staff to again test and check from their perspective and to pitch it in the world of their service users and clients. Because you are conducting business strategy using every day situations and language there is a strong sense of understanding what are you are seeking to do both in the short and longer term. An excellent example of narrative leadership.</p>	
<p>Engaging managers I include all of you in the office under this management title. As stated in the last section you give time to listen and support but you do not nanny you empower. You help people to help themselves by listening and letting them test solutions. You are a small team who respects each others positions. You all get on extremely well together. This stops petty politics getting in the way which can occur in small offices and this allows you to concentrate your energies on what is important to you and this is your agency workers and your clients. I love what one of the office staff mentioned in our conversation and this is that Margaret expects us to knit our own jobs here. It made me chuckle but I will use this expression, if I may, as an example of empowering leadership.</p>	<p>5.1, 5.2 & 5.5A</p>
<p>Employee voice This is so strong with you at Caledonia. For some organisations this would mean that staff can get often heated issues of their chest. But it is not about that with you. Rather people can chat, discuss, rabbit on, blether and chew the cud to quote some of the terms used in our conversations. If they have a drama they can talk about it before it comes a crisis. A lot of your staff are not natives to Glasgow and as an East Coast Scot I can find Glasgow a foreign territory at times! So the way you reassure all your agency staff makes a great deal to them especially those you are far from home. Your people feel they have a voice at Caledonia because you are all good at listening, reassuring then helping people to help themselves.</p>	<p>7.8</p>

<p>Integrity</p> <p>Here is the values issue again. Yes your values are not written down but are you a values driven company? – you bet you are. The supportive way you work “is in your knitting” if I could borrow one of your phrases. These values are being nurtured and continued as you work your way through succession from one generation to the next. Again staff felt the way this is being handles is excellent and there is no confusion over roles or who is doing what.</p>	<p>1.4, 4.1 & 4.2</p>
<p>Person Centred Care</p> <p>I have observed care provision in a number of settings. Interesting in the drive to give people independent lives the manager’s role in many circumstances has become more remote for a significant amount of support situations. With yourselves your agency staff are often working as the only Caledonia person in a care team or they are working truly on their own in somebodies home. You need staff who are confident and trained to make the right decisions at the right time. But the way somebody from the office is always at hand day and night means that there is a communication channel for agency workers to share their anxieties or doubts. This is not an overdone system as you want staff to be empowered to make the right decisions at their level but this is facilitated by the fact that if they are genuinely not sure then help is always at hand. It enables care and support to be continually built around the services users and clients you are working with.</p>	<p>7.4, 7.5, & 7.8</p>
<p>Feeling valued is crucial here and the cliché of who cares for the carers come to mind. A lot of what your agency workers do goes unseen and unheard. It can be both a psychically and mentally demanding job. Pay within the care sector is not high but in this climate you are getting applications from some people who may be more interested in a job rather than genuinely driven by caring. Again we discussed this and the efforts you make to ensure your recruitment is both fair and effective and that you are bringing in the people with the right attitude to the Company. You recruit from a wide spectrum of backgrounds and it is the positive attitude which you influences your recruitment. You therefore start with the right people and through effective induction you give your agency workers the basic skills and confidence to start work with you.</p>	<p>3.3</p> <p>8.1</p>
<p>Where additional training is required then you will arrange this through your client’s provisions or you will set up external training as required. Ongoing support is provided through the open office provision you provide. Your culture is naturally positive and you thank people routinely for the extra effort they make. You supplement this by having an ad hoc but fair and liked system of giving personal small gifts to say thank you to agency workers who have gone the extra mile. You also say thank you as part of the Christmas function you support. The level of feeling valued is extremely high, the fact this is also felt by your agency workers is significant. All staff and agency workers I had a conversation with have a real sense of ownership and pride in working with Caledonia and they believe it is a great place to work. These are both very high measures of effective emotional engagement which few companies with full time staff attain. The fact you also have this with your agency workers is all the more significant.</p>	<p>6.1 & 6.2</p> <p>7.9 & 10.6</p>

EFFECTIVENESS

Analysis of findings	Ref:
<p>Knowing what matters As discussed above the strong narrative leadership in place within Caledonia and how this is shared with staff and agency workers ensures that people are aware of both the operational priorities and the longer term drivers in your business. Again you are achieving this two ways. With the supportive and caring culture you have in place combined with the "home built" but excellent data base you have established to support operational running. You work hard on client relationship at several levels. You spend time to get the right match with worker and service user. For corporate clients again you work hard to understand their needs and you routinely monitor the contract in an informal and supportive way.</p>	1.5 & 9.4
<p>You are not blinded by the contract however, if an agency worker reports poor or bad practice you will take this up with the client organisation concerned and again this open way of working is building on your client relationships as at the end of the day your practice is client centred both from an individual service user to your corporate clients. Your way of sharing and talking both across the office and with agency workers ensures that there are constant checks and balances going on in the business.</p>	10.2
<p>Workforce Capability You are not able to run the same level of formal training as you used to as you lost your qualified nurse trainer who moved back to her home area. However, you continue to use an annual appraisal system with your office staff and your agency staff. Again this is much appreciated by the agency staff as it is a service they do not get from other agencies they have worked with. You monitor learning needs routinely as part of your contract management process and any new requirements are identified and the appropriate training sourced as necessary. You are getting more involved with private work and again this increases the contract supervision required and for some specialist service users the necessary care package they require. Again this is planned for in the care contract and any specialist training is arranged as part of this contract.</p>	3.1 & 3.2 2.1, 2.2, 2.3, 8.1, 9.1 & 9.2
<p>I enjoyed my visit to you three years ago and I found you to be an excellent company then with regards to Investors in People. If anything this has been strengthened over the last three years which is again significant given the economic down turn and the pressure on local authority budgets</p>	10.1

PART 3 – SUGGESTED AREAS FOR ONGOING DEVELOPMENT

CAPTURING THE MAGIC - VALUES

Analysis of findings

Ref:

Your values are engrained and they are important to you. You know what they are intuitively. You do not wish to make the capture of these values a part of the business and I can understand that, sometimes when you capture something you can diminish it.

1.4

But the way you go about your business is an enormous part of what you are and what your people feel about you. Could I make a simple request, I have had a look at your web site. Your strap line says

“We know your needs inside out”

Reflecting on this and the business you have become what would you say where the 5 or 6 statements which would best describe you and support this statement? It would be an interesting exercise to ask your staff team what they feel about this and what they would say best captures your magic.

Why do this I hear you say well I feel that you are building a really premium brand and it is a pity not to get the full recognition for this. Capturing the statements which support your strap line will give you a focus on your unique selling points which you have many as well as providing a focus for your staff team and the agency workers, but I only suggest this and I will leave you to judge if it is something which you feel would benefit the business.

LONGER TERM TREND ANALYSIS

Analysis of findings

Ref:

The way you work now with looking to the future and ensuring you are adapting works for you. Again this is largely intuitive but nothing wrong with that as most analysis of future positioning is built largely on experience and feel. So I see this as a strength. But maybe there are merits on building on this. There are long term trends which are going to throw up enormous opportunities and threats in the future. We just had the agencies worker new rules which came into force on 1 October. The requirement for care/support workers to hold SVQs is another long term trend. An aging population, reducing budgets will again give opportunities and threats.

1.4

I would not change the way you operate now but could I suggest you build on this success. There may be some benefits in say every quarter you formally take some time out to look ahead not to replace what you are doing on a continual basis but rather just to check that no areas are falling through the cracks if I can use this expression. This may also give you the benefit of being able to look at these trends and identify any which may need longer term action. An obvious example here is longer term changes to legislation or to the effects of the aging population on your core skills. The key will be to find the best way which works for you and one which builds on the largely intuitive but successful way you do this at present

1.1
Foresight
and
related
strategies
2.4
workforce
capability

FOLLOW UP

I will ring you in the next few days to discuss this report and in particular the recommendations made above. From this we can determine the best way to make use of the follow up session which is part of this existing Investors in People Project.

CONTACT DETAILS

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Annexes:

- A. IIP Summary Framework
- B. The four enablers for effective engagement

THE INVESTORS IN PEOPLE FRAMEWORK

Evidence requirements identified within the wider Framework in this report are highlighted in yellow as strengths and green as part of the recommendations

PLAN				DO				REVIEW	
01: Business Strategy	02: Learning and Development Strategy	03: People management strategy	04: Leadership and management strategy	05: Management Effectiveness	06: Recognition and reward	07: Involvement & empowerment	08: Learning & development	09: Performance Measurement	10: Continuous improvement
THE STANDARD Top managers make sure that and people can confirm that:									
1.1 The organisation has a vision, purpose and strategy and plan	2.1 Learning priorities are clear and are linked to the plan	3.1 People are encouraged to contribute improvement ideas	4.1 Managers are clear about the capabilities managers need to lead, manage and develop their people	5.1 Managers are effective and can describe how they lead, manage and develop their staff	6.1 People believe they make a difference 6.2 People believe their contribution is valued	7.1 Ownership and responsibility are encouraged 7.2 People are involved in decision making	8.1 People's learning & development (L&D) needs are met	9.1 Investment in learning can be quantified 9.2 Impact on performance can be demonstrated	10.1 Evaluation results in improvements to people and strategies and management
1.2 People are involved in planning	2.2 Resources for learning and development are made available	3.2 There is equality of opportunity for development & support	4.2 People know what effective managers should be doing						
1.3 Representative groups are consulted	2.3 The impact will be evaluated								
THE WIDER FRAMEWORK Top managers make sure that and people can confirm that:									
1.4 Clear core values relate to the vision and strategy	2.4 Learning and development strategy builds capability	3.3 The recruitment process is fair, efficient and effective	4.3 Leadership & Management capabilities for now and the future are defined	5.2 Managers are models of leadership, teamwork and knowledge sharing	6.3 Reward and recognition strategies link to business strategy and are externally benchmarked	7.3 Effective consultation and involvement is part of the culture	8.2 L & D resources are used effectively	9.3 The contribution of people strategies is measured and evaluated	10.2 Self review and information from external review are used
1.5 Key performance measures are used to improve performance	2.5 Plans take account of learning styles	3.4 A diverse, talented workforce is created	4.4 Managers are supported to acquire these capabilities	5.3 Coaching is part of the culture	6.4 Representative groups are consulted (where appropriate)	7.4 People are supported and trusted to make decisions	8.3 Learning is an everyday activity	9.4 Impact on key performance measure can be described	10.3 Effective feedback methods are used to understand people's views on how they are managed
1.6 Social responsibility is taken into account in the strategy	2.6 People make decisions about their own learning	3.5 A work life balance strategy needs the needs of the people and the organisation	4.5 Leadership & management strategy link to business strategy taking account of external good practice	5.4 People are helped to develop their careers	6.5 What motivates people is understood	7.5 Knowledge and information are shared	8.4 Innovative and flexible approaches to L&D are used	9.5 Performance improves as a result of people management and development activities	10.4 Internal and external benchmarking is used
1.7 People and stakeholders are involved in strategy development	2.7 Learning and development is innovative and flexible	3.6 Constructive feedback is valued	4.6 Every one is encouraged to develop leadership capabilities	5.5A There is a culture of openness and trust	6.6 Success is celebrated	7.6 People are committed to success	8.5 People are given the opportunity to achieve their full potential	9.6 Career prospects improve	10.5 People's views on how they are managed improves
	2.8 There is a culture of continuous learning	3.7 The structure makes the most of talents		5.5B Senior managers are inspirational leaders	6.7 Benefits strategy goes beyond legal requirements	7.7 There is a culture of continuous improvement	8.6 All learning is valued	9.7 Flexible approaches to measuring return on investment (ROI) are used	10.6 People believe the organisation is a great place to work
					6.8 Colleagues achievements are recognised	7.8 People can challenge the way things work	8.7 Mentoring is used	9.8 ROI in people is reported to stakeholders	
						7.9 There is a sense of ownership and pride in working for the organisation	8.8 Personal development is supported		

THE FOUR ENABLERS FOR EFFECTIVE ENGAGEMENT IDENTIFIED BY MACLEOD



Visible, empowering leadership providing a strong *strategic narrative* about the organisation, where it's come from and where it's going.



Engaging managers who

- Focus their people and give them scope
- Treat their people as individuals
- Coach and stretch their people
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There is *employee voice* throughout the organisation, for reinforcing and challenging views; between functions & externally; employees are seen as central to the solution.



There is organisational *integrity* – the values on the wall are reflected in day to day behaviours. There is no “say-do” gap.