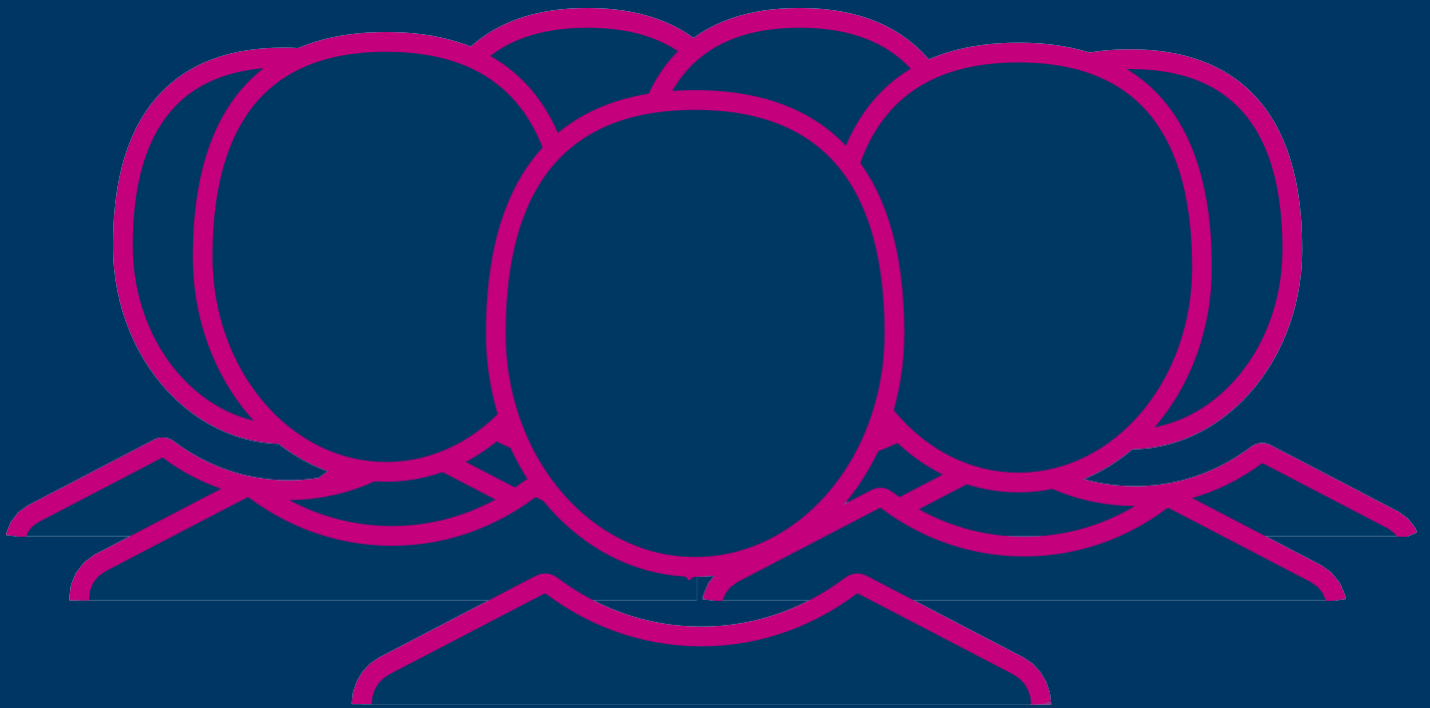


INVESTORS IN PEOPLE®

We invest in people



Feedback Report 2022

SHARE Scotland

Project number: IIP/19/4208

Specialist: Lindsey Ferries, MA FCIPD

Date: 13 June 2022



Delivered by
Remarkable
Apex 3
95 Haymarket Terrace
Edinburgh
EH12 5HD

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

The Investors in People brand, trademarks, methodology, products and logo are owned by Investors in People and are protected by copyright and trademark law.

The Investors in People identity is strong, simple, powerful and instantly recognisable. It is therefore important that only organisations that are accredited as Investors in People can use our mark.

©2020 The contents of this report should be considered commercial in confidence.

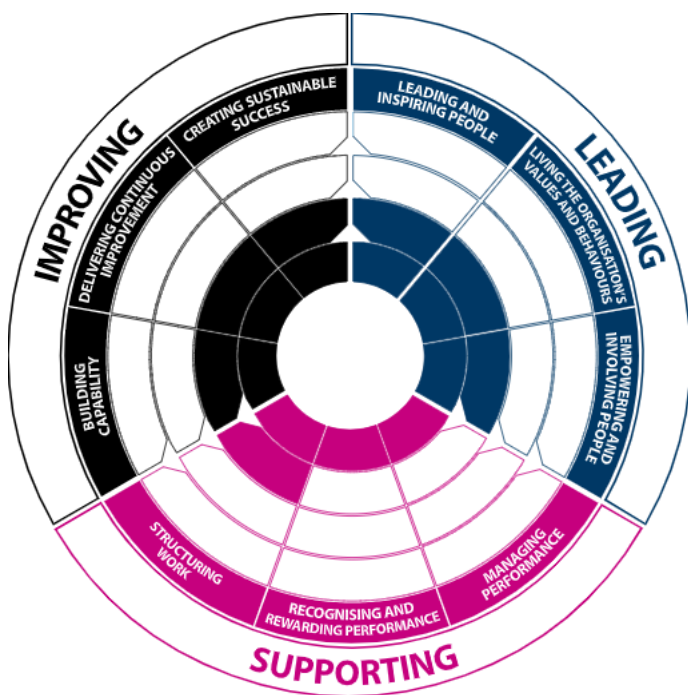
Contents

		Page Number
1	Executive Summary	4
2	Background and Context	7
3	Methodology	8
4	Outcome	9
5	Survey Data	10
6	Findings and Recommendations	12
7	What's Next	22
	Appendices:	24
	a) 2022 Survey Indicator Summary against 2019 survey results	

Executive Summary

It was a pleasure to meet your people and it is evident that your people are passionate about the work they do. **I am pleased to advise that you have achieved Investors in People Accreditation. Furthermore, I am delighted to advise that you have maintained this accreditation at Silver Level. Warmest congratulations!**

Your HEAT map reflects this current position:



It is evident that you have a very committed workforce who want to do their utmost for your service users. The last couple of years during the pandemic have been hugely challenging and I heard many examples of where staff went over and above to ensure that their service users were safe and supported. There are staff shortages in certain parts of the organisation, and this is currently causing additional workloads and higher levels of stress. The introduction of People Planner, whilst should provide long term benefits, is currently experiencing teething problems resulting in additional pressures for the front-line staff. Further training and a more uniform understanding of its operating capability will support this transition to the new system. I understand that this is in hand.

Your staff enjoy working for you and there is a strong sense of loyalty. You have recently introduced Long Service Awards which staff are delighted about. The benefits package is seen as good and the recent couple of pay increases (c. 10% since Dec 21) have had a positive impact. Understandably staff identify with their local projects as opposed to the wider organisation.

Clearly this is a time of significant change as you are emerging from the pandemic, with a changing external landscape, the introduction of the New Care Strategy and a new CEO (within the last 12 months) who is ambitious to ensure Share's future sustainability and financial security.

Your consistent strengths emerged as:

- It's a great place to work. Your staff are passionate about the work they do. You place a strong emphasis on supporting your people and do your best to provide a supportive working environment.
- Your values are the drivers for how people behave and are part of your DNA. They are well understood and embedded into your ways of working.

- You invest in the training and development of your staff through supporting them to obtain professional qualifications (SVQ3 is regulatory requirement) and additional skill sets. You wish to build the capability of your people and succession planning is a strategic priority.
- I received positive feedback about how the senior team handled the impact of the pandemic and how you supported your people (to be able to support your service users) as much as you could. Health and wellbeing is an organisational priority.
- You wish to make improvements into how data is recorded and monitored. You are investing in technological solutions to increase efficiencies in ways of working.

I have suggested a range of areas to improve below, to stretch you to even higher levels of performance as Investors in People:

Leadership and Communication

- Prioritise opportunities for 'visible' leadership from all members of the senior team to motivate staff to implement your future ambitions
- Share your Vision and seek staff views when you are updating your Business Plan and developing your strategic priorities
- Hold at least biannual Managers' Meetings (invite Deputies too) with East and West Managers to build knowledge across services and share best practice
- Recommend that CEO attends Managers meetings in the East and West at least once per year in order to engage directly with front line staff
- Consult with all staff to refresh SHARE Values as part of your cultural change journey and discuss what these mean at a local level in respect of attitudes and behaviours including professional boundaries
- Recommend that Leadership Team carve out time for their own development as a collective leadership team (already commenced)
- Managers appear to be on call 24/7. I understand you have set up an 'On Call' system in the East. Agree what type of 'On Call' system could be introduced in the West and pilot
- Consider an Email Etiquette policy to support staff with effectively managing emails
- When you can, support staff to get together at social events to celebrate all you have achieved over the last few years and to re- energise staff. I understand this has already commenced with meet and greet sessions and further social events being planned
- Provide mental health awareness training and train up a few staff to be Mental Health First Aiders.

Recruitment and Onboarding

- Given significant recruitment challenges, continue to review how you attract staff to join you, selling your USP (i.e. positive supportive culture, competitive pay rates and benefits package, training and development opportunities, etc)
- Revamp how you advertise roles online and tailor to the needs of the particular service. Consider a short video clip of work 'on the floor' to give potential applicants a better understanding of the role. Maximise the use of social media including for example, the use of Instagram, Ticktock.
- Review the effectiveness of your onboarding process so that new staff have a thorough induction experience. Ensure that information about SHARE Scotland is part of this. Share this with all staff including relief pool as refresher training. This could be a great project for an HR undergraduate/intern.
- Bring staff together who have joined you in the last couple of years to meet informally for lunch with the Leadership Team.

Supervision and Performance Management

- Provide refresher training for all Deputies and Managers on your Supervision practice to maximise its effectiveness and build consistency of approach. I understand that you are planning on reintroducing reflective practice sessions
- Ensure that Supervision takes place *consistently* across the organisation

- Consider introducing some form of objective setting and personal development review (PDR) for those in managerial roles
- Continue to provide training for those managing staff to increase confidence and resilience i.e., how to create effective teams, managing performance, have challenging conversations etc.
- Build into Personal Development Plans that all staff (including HO) should spend at least one day per year shadowing another part of the service to build understanding and support agile working.

Employee Involvement and Engagement

- Manage the pace of change and give staff time to take on board new ways of working i.e., new rota system. Appreciate that service users are the priority for those working on the front line
- Involve staff in decisions that affect them and give them opportunities for their voices to be heard and concerns addressed
- Create opportunities to increase collaboration across project teams and set up short life working groups on topics of interest i.e., health and wellbeing, policies and procedures etc.
- Continue to work with the regional teams to encourage ideas and suggestions from all staff and share any new ideas/initiatives.

Training and development

- Publish career pathways and training opportunities in order to retain talent and support succession planning
- Continue to enhance your leadership and management capability to support workforce and succession planning
- Consider opportunities for project work for undergraduates in, for example HR, social media
- Consider apprenticeship options in Care as well as in admin functions i.e., finance, admin, social media etc.
- Identify staff with potential and develop succession plans

Improving the workflow

- Continue to review your systems and processes to maximise efficiencies in ways of working that will deliver benefits for staff – have local champions who can support the change. I understand that you have identified local champions for PeoplePlanner so continue to support them and share the understanding of this role
- Continue to be responsive to develop new/extended roles as you evolve
- Review your organisation structure and roles and responsibilities to ensure that it is fit for future purposes.

Background and Context

In 1984, SHARE Scotland was created by families, for families and is a parent-led organisation. Based in Glasgow, and spread over Central Scotland, you provide practical, emotional and physical support to people with disabilities, providing both 24-hour residential services and self-directed support. You are currently providing care and support to c. 50 service users in 16 sites, spread across 3 local authorities namely Edinburgh, Glasgow and West Dunbartonshire.

Your Values of Trust, Honesty and Respect are the foundations upon which you build relationships to ensure that the people you support experience new opportunities, face new challenges and realise life ambitions.

SHARE are committed to 6 principles called 'Our Promise' which guide what is important. These principles are:

Sharing Spaces
Freedom of Choice
Personal Growth
Nurturing Relationships
Support
Dignity

The founding parents are still members of the management committee along with others who use the services of SHARE Scotland and who share their vision and ambition.

What I understood

You are embarking upon reviewing your Business Plan 2023 (put on hold during the pandemic) and will be commencing a period of consultation with your clients, service users, members and families. Taking into account the Review of Adult Social Care published by Derek Feeley in February 2021, you want to understand what your Vision will be for the future. You recognise that your services will require to be redesigned and the implementation supported by a programme of cultural change.

We discussed some of your current challenges and similar to the rest of the care sector, you are running with staff shortages and finding recruitment challenging. You are interested in exploring the Care Apprenticeship programme to enlist and train younger employees including promoting more diversity within the workforce.

You invest in the training and development of your staff and c.70% of your support staff have undertaken SVQ Level 3. You wish to ensure that they are given additional responsibility to realise the benefits of these additional competencies.

You are reviewing the Regional Controller role in order to ensure that the role is fit for future requirements and to establish KPIs. Given the age profile of your Managers, succession planning is a key priority.

You have a People Strategy which aims to continue to develop a culture that is:

- Professional
- Qualified
- Inclusive
- Service user-led
- Supportive of each other
- Committed to continual improvement

In order to achieve this progressive culture, you will:

- Continue to invest in your staff to ensure that they have the appropriate skills and qualifications, paying due consideration to the advancement of digital technology within the workplace.
- Continue to invest in your managers to ensure that they are equipped to lead the culture that you require.
- Invest in a management to staff ratio that ensures everyone gets the management support and mentoring that allows them to achieve their full potential.
- Expand opportunities for staff to input into all that you do.
- Develop succession policies and processes to ensure that you can develop those staff who wish to progress.
- Build on existing recruitment and retention policies, ensuring that you recruit the right staff and retain them.
- Ensure that your staff remuneration remains in line with the best in the sector.

Having experienced the IIP Framework previously, you are keen to use this framework as a benchmark to recognise your good people management practices and to support continuous improvement activities. You have the ambition to retain your Silver Accreditation and to aim for even higher levels of accreditation.

This is the three-year review for your IIP Re Accreditation which expired in April 2022. You did not undertake any interim reviews during this period.

Methodology

Staff Survey

We launched the IIP survey to all staff from 4 May to 1 June 2022.

Interviews

The National Sample Guidance for an organisation of c.190 employees is 9 – 13% depending upon survey validity. I spoke with a larger sample to ensure that I gathered sufficient evidence on the approach adopted across the organisation. I held discussions with 21 staff over three days on 6, 7 and 9th June 2022.

The activity undertaken was:

- Planning discussions with Chief Executive Officer
- Discussion with Chair of the Board, Gordon Hutcheson



- One to one staff 'Teams' interviews
- Open discussion and semi structured interview questions
- Interviews lasted between 45 and 60 minutes.



- Review of staff survey results and HEAT map.
- Review of contextual information including Newsletters, all staff emails from CEO, Support and Supervision Policy

Outcome

I am delighted to advise that you have achieved Silver Accreditation level. You care about your people, and we know you're ambitious to do even more for them.

The maturity grid provides the outcomes against the Framework performance model:

Indicators	Themes	Maturity Levels			
		Developed	Established	Advanced	High Performing
1. Leading and inspiring people	Creating transparency and trust				
	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				
	Adopting the values				
	Living the values				
3. Empowering and involving people	Empowering people				
	Participating and collaborating				
	Making decisions				
4. Managing performance	Setting objectives				
	Encouraging high performance				
	Measuring and assessing performance				
5. Recognising and rewarding high performance	Designing an approach to recognition and reward				
	Adopting a culture of recognition				
	Recognising and rewarding people				
6. Structuring work	Designing roles				
	Creating autonomy in roles				
	Enabling collaborative working				
7. Building capability	Understanding people's potential				
	Supporting learning and development				
	Deploying the right people at the right time				
8. Delivering continuous improvement	Improving through internal and external sources				
	Creating a culture of continuous improvements				
	Encouraging innovation				
9. Creating sustainable success	Focusing on the future				
	Embracing change				
	Understanding the external context				

Survey Response Rate

Your survey response rate was 51%. This compares to 27% in 2019 so great increase in take up!

Survey Response Rate

Overview

TOTAL RESPONSES 90 responses out of 175 (51%)



RESPONSE METHOD

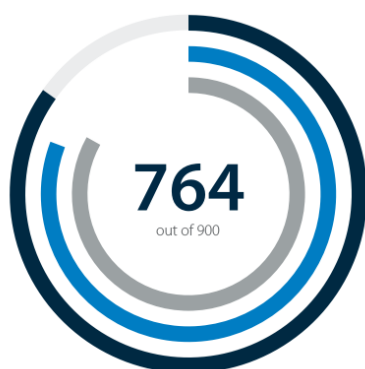


Email link: 90 responses out of 90

Open access: 0 responses out of 90

The online ratings generate a benchmarking score aligned to all IIP accredited organisations. You scored 764 against a national IIP benchmark of 764 and an average industry comparison of 748 – reference the diagram below.

Benchmark



YOUR BENCHMARK

• **764**

AVERAGE IIP BENCHMARK *

• **727**

AVERAGE INDUSTRY BENCHMARK

• **748**

Showing results for Social Work Activities incl. charities

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

Your Highest Indicator was 'Living the organisation's values and behaviours' with the Lowest Indicator 'Recognising and rewarding high performance'.

I attach the themes from highest to lowest:

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									
Adopting the values <small>INDICATOR 2: Living the organisation's values and behaviours</small>	65.0%	24.4%	5.6%	3.3%	0.6%	1.1%	0.0%	6.5	+0.4
Enabling collaborative working <small>INDICATOR 6: Structuring work</small>	61.1%	30.0%	3.3%	4.4%	1.1%	0.0%	0.0%	6.5	+0.5
Understanding the external context <small>INDICATOR 9: Creating sustainable success</small>	58.9%	33.3%	4.4%	2.2%	0.0%	1.1%	0.0%	6.5	+0.6
Operating in line with the values <small>INDICATOR 2: Living the organisation's values and behaviours</small>	51.1%	40.0%	2.2%	4.4%	0.0%	2.2%	0.0%	6.3	+0.6
Making decisions <small>INDICATOR 3: Empowering and involving people</small>	52.2%	33.3%	7.8%	3.3%	1.1%	1.1%	1.1%	6.2	+0.3
Lows									
Setting objectives <small>INDICATOR 4: Managing performance</small>	28.9%	44.4%	7.8%	11.1%	3.3%	1.1%	3.3%	5.7	-0.1
Recognising and rewarding people <small>INDICATOR 5: Recognising and rewarding high performance</small>	30.0%	33.3%	13.9%	12.2%	2.8%	4.4%	3.3%	5.5	+0.4
Developing leadership capability <small>INDICATOR 1: Leading and inspiring people</small>	28.9%	35.6%	8.9%	15.6%	1.1%	6.7%	3.3%	5.4	+0.2
Deploying the right people at the right time <small>INDICATOR 7: Building capability</small>	25.6%	33.3%	12.2%	18.9%	6.7%	0.0%	3.3%	5.4	+0.1
Designing an approach to recognition and reward <small>INDICATOR 5: Recognising and rewarding high performance</small>	22.2%	33.3%	11.1%	17.8%	4.4%	6.7%	4.4%	5.1	+0.2

Findings and Recommendations

These are identified against each of the indicators of the IIP Framework with suggested actions in **bold**. The specific survey questions that relate to each IIP have been reviewed and are included as part of the evidence gathering.

Leading and Inspiring People: Level attained - Established

Indicator 1: Leading and inspiring people

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I trust the leaders of my organisation	36.7%	34.4%	12.2%	3.3%	4.4%	3.3%	5.6%
Management communicates the organisation's ambition	36.7%	38.9%	10.0%	5.6%	3.3%	4.4%	1.1%
My manager motivates me to achieve my best	46.7%	30.0%	5.6%	10.0%	1.1%	2.2%	4.4%
My organisation develops great leaders	28.9%	35.6%	8.9%	15.6%	1.1%	6.7%	3.3%

The new CEO joined in June 2021 in the middle of the pandemic with staffing shortages and a significant change agenda against the context of the development of the National Care Strategy. As soon as the covid restrictions allowed, she visited service users and staff across your broad range of services. Recruitment to address staffing shortages, common across your sector, is a current organisational priority.

The Business Plan was previously shared with staff, who along with service users and their families, were involved in its development. Going forward it is hoped that funding will be granted to seek external support in developing your future strategy (i.e., where you are now, and where you want to go) and staff will be invited to be part of this process.

'The CEO is very approachable'

'We have had the opportunity previously to input to the Business Plan and been asked for ideas'

'Ruth has outlined her Vision of the future'

'I think people have bought into the Vision'

Front line staff identify with their local service, which is understandable and appropriate. The connections with SHARE Scotland as an organisation is less strong and depends on communications and training experiences. The importance of 'visible leadership' in engaging and motivating staff cannot be underestimated. Appreciating the geographical challenges and ongoing covid concerns, **opportunities to visit services to increase visibility from the Leadership Team should be undertaken wherever possible. Keep staff up to date on your progress towards your strategic goals and priorities.**

This also includes head office staff as they can appear remote from those staff working on the front line. The majority of clients live in their own tenancies and staff are paid by clients via local authorities to provide person centred support. The client's home is therefore not a workplace but a place where staff provide a service. This creates additional challenges, so further use of Microsoft Teams would be helpful.

'Everyone is focused on their own service – there is not much coming together'

'We feel like we are very individualised services'

'It would be nice to see more of senior management'

Staff clearly enjoy working for you and are committed to providing their service users with the best possible experiences. Continue to **build relationships across your services in the East and the West to share best practice and once staffing levels are more stable, encourage more opportunities for working across services.** Also **consider cross SHARE staff working groups** on topics of interest i.e., health and wellbeing, policies and procedures etc which is now easier as staff can participate via Microsoft Teams.

To support the huge delivery agenda of the leadership team and given the relatively recent appointment of the CEO, it may be helpful to undertake some form of **leadership development** so that you can continually enhance your effectiveness as a **collective leadership team.** I understand that this has already commenced with some work last October and you are keen to allocate time for further leadership team development this year.

‘The leadership team need to be open to change – they don’t come across as one team’.

I received positive feedback about how you supported staff as much as possible during the pandemic, many of whom went above and beyond to support their service users. The health and wellbeing of your staff is clearly an organisational priority. If you have not done so already, provide **Mental health awareness for your management team and also to train up a few staff to be Mental Health First Aiders.** (I can provide further support with this).

When you can get sufficient relief staff to cover, **get staff together** to team build and **to celebrate all that you have achieved** over the last couple of years. This will boost morale and re energise staff, many of whom are supporting service users who have very complex needs.

‘We got good support during covid – we didn’t want for anything’

Living the organisation's values and behaviours: Level attained - Established

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	51.1%	40.0%	2.2%	4.4%	0.0%	2.2%	0.0%
My organisation has clear values	65.6%	24.4%	4.4%	3.3%	1.1%	1.1%	0.0%
I share my organisation's values	64.4%	24.4%	6.7%	3.3%	0.0%	1.1%	0.0%
I challenge behaviours which don't match the organisation's values	35.6%	40.0%	13.3%	7.8%	1.1%	0.0%	2.2%
My behaviour reflects the organisation's values	64.4%	25.6%	2.2%	5.6%	1.1%	0.0%	1.1%

Your staff are passionate about what they do. Your values are lived and embedded into your ways of working. People enjoy working for you - I heard about a number of staff who left and then returned to SHARE a few years later as they preferred your working culture. I heard lots of stories of how staff had gone the extra mile to ensure that their service users were safe and well looked after.

'Everyone in our team goes the extra mile'

'Staff want to do the best they can for our service users'

'It's like a family, you can tell we care about our service users and each other'

'Whatever we do works, SHARE has always been very person centred'

I suggest you consider **refreshing your current Values** as you have a lot of staff who were not involved in their creation. Have an engagement exercise with all staff and translate them into **meaningful behaviours at a team and individual level**. Build them into your one-to-one discussions and when appropriate develop **behavioural competencies** alongside your technical competencies for your leadership and management teams.

Empowering and involving people: Level attained - Established

Indicator 3: Empowering and involving people

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I have all the information I need to do my job well	43.3%	36.7%	10.0%	2.2%	3.3%	1.1%	3.3%
I am encouraged to use initiative in my role	53.3%	35.6%	4.4%	2.2%	1.1%	2.2%	1.1%
I have a say in decisions that affect my role	42.2%	22.2%	17.8%	6.7%	3.3%	5.6%	2.2%
I am trusted to make decisions in my role	52.2%	33.3%	7.8%	3.3%	1.1%	1.1%	1.1%

You provide a range of services to support the complex needs of your service users across the East and West of Scotland. You have a Regional Coordinator for each of the two geographical areas and there is a structure for Management meetings in both locations with a senior management meeting every few weeks. It may be helpful for the **CEO to attend the Managers Meetings in the East and the West** a few times per year. **Share learning and best practice across the East and the West by getting the Managers together quarterly.**

There is a focus on wishing to ensure that communication is effective and all staff from the beginning of this year now have a work email address although so far there appears to be relatively small take up of usage. To encourage this there are frequent all staff emails from the CEO and payslips will shortly be on line. Consider an **'Email Etiquette' policy** which may support staff to manage email activity.

You have recently produced your own quarterly SHARE Newsletter (2 issues to date) which has interesting content for staff and service users. **Keep sharing stories about staff experiences** of working in different services i.e., A Day in Life of ...and **introduce new staff to help your people feel connected** to the wider organisation. Include updates in the Newsletter against your strategic priorities in a user-friendly format and encourage content from staff about staff.

Communication is primarily through local Service Managers and write ups in the various Communication Books. Staff feel able to make suggestions at a local level and are involved in team discussions.

'There is no big hierarchy – we are open and transparent'

'We have a voice and they do listen to us'

'I feel confident making suggestions'

'We have a lot of autonomy'

There are local variations where communication and engagement is not felt to be as positive so continue to **encourage staff to get involved** and come forward with their views. Opportunities should be taken to encourage staff to contribute to decision making so that they feel their voice is heard.

Keep **reviewing the effectiveness of your internal communication processes** to ensure that they are working for you. **Take opportunities for face-to-face communication** when you can especially from the leadership team. Consider **CEO 'short video updates'** on progress against your business priorities as an alternative to maximise her reach to all staff so they can view when they can. Share the rationale of why decisions are made.

Consider holding **'staff engagement sessions'** in whatever way works for you and **bring staff together to participate in Working Groups** - additionally valuable in terms of building relationships and an understanding of the variety of services across SHARE.

'They need to listen to the staff more, especially if we are raising concerns'

‘Staff can be scared to speak up’
‘It would be nice to have a better understanding of why decisions are made’
‘The only time we hear from HO is if something is wrong’
‘Its abit deflating when we don’t get feedback on our (IT) concerns’
‘We get left out of the bigger conversations’ (Depute Mgr.)
‘HO need to realise that we are trying’

Some staff already help out in other services and when operationally practicable, **provide shadowing opportunities** to enhance understanding of different service users needs and to encourage learning and skill sharing.

Managing Performance: Level attained - Developed

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	28.9%	44.4%	7.8%	11.1%	3.3%	1.1%	3.3%
My manager helps me improve my performance	40.0%	35.6%	12.2%	7.8%	1.1%	1.1%	2.2%
I feel encouraged to perform to the best of my abilities	48.9%	33.3%	7.8%	4.4%	2.2%	2.2%	1.1%
I have discussed my performance with my manager in the last 6 months	38.9%	41.1%	4.4%	7.8%	1.1%	3.3%	3.3%
Optional Questions							
The feedback my manager gives me is helpful	51.1%	30.0%	5.6%	8.9%	0.0%	2.2%	2.2%

Supervision is an important policy which applies to all staff. I understand that your Policy has recently been updated. You are planning to introduce **‘Reflective Practice’** to enhance the benefits and impact of supervision. Given the nature of your service provision, reinforce **the importance of professional boundaries with all staff**.

As a result of the impact of staffing shortages, and vacant Manager posts in some parts of the service, **supervision has not been consistent across all areas and needs to be addressed**. I felt that the supervision practice for Deputes and Managers was not sufficient for these staff in managerial roles and I recommend that **a new structure is introduced which focuses on performance objectives and personal development plans**. This will also identify potential and support succession planning on a more formal basis. **Consider the requirement for all Managers and staff to spend one day per year shadowing in other part of the service** (part of PDP).

‘My supervision is once in a blue moon’
‘My supervision is a tick box exercise’ (Manager)
‘There is no challenge to my supervision – I am not stretched (Manager)

In terms of managing performance, it appears that generally performance is actively managed and any poor performance and behavioural issues are addressed.

‘Performance is managed informally’
‘We tackle bad behaviours and any poor practice’
‘Handling conflict is difficult’
‘They do manage performance – issues are addressed’
‘The Managers’ manage and are there for you’

However, there is always room for improvement, particularly in consistency. **Continue to build the confidence of your Managers and Deputes in managing the performance of their teams**, especially those new to the role.

Recognising and rewarding high performance: Level attained - Developed

Indicator 5: Recognising and rewarding high performance

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I get appropriate recognition for the work I do	30.0%	38.9%	8.9%	11.1%	4.4%	3.3%	3.3%
I am consistently recognised when I exceed expectations	30.0%	27.8%	18.9%	13.3%	1.1%	5.6%	3.3%
I feel appreciated for the work I do	38.9%	33.3%	14.4%	4.4%	2.2%	3.3%	3.3%
I am rewarded in ways that match my motivations	22.2%	33.3%	11.1%	17.8%	4.4%	6.7%	4.4%
Optional Questions							
I value my organisation's benefits package	31.1%	40.0%	5.6%	15.6%	4.4%	3.3%	0.0%

I received positive feedback about your pay and benefits package. Staff have received a couple of pay increases (c. 10% increase in total) over the last 12 months and there is an appreciation that pay levels are competitive within the sector. The benefits package includes Cycle to Work, Perk box, health benefits, access to health professionals and support with driving lessons. Gift vouchers are given at Xmas. The new initiative to provide Long Service Awards with a lunch, certificate and gift has not been recognised previously and is going down well.

We have great benefits’
‘We are getting paid than others working in Care’
‘They go the extra mile – I feel appreciated’
‘Every year we get xmas vouchers’
‘They show us that we are appreciated’
‘Being paid the Scottish Living Wage for sleep overs has made a massive difference’

I heard lots of stories where staff had gone the extra mile and beyond to support their service users. Provide **a small local budget to recognise and reward staff** in this way. Many Managers are doing this out of their own pocket.

I suggest you produce a **benefit statement for all staff** to remind them of the range of benefits they have access too. Helpful for you to include this as a flyer when advertising vacancies to attract new recruits. Producing a straightforward **reward and recognition strategy** would be a useful exercise and support your recruitment activity.

People normally leave organisations not solely based around pay but because of a lack of recognition of the work they do. This is the non-financial aspect of recognition which relates to the culture of the organisation i.e., how well staff are supported, how flexible their employer is and what access they have to training and development. Most people leave their employer as a result of these non-financial aspects of recognition so they are really important. **Ensure that senior managers are visible and recognise the efforts of their staff.** A simple thank you can go a long way.

Structuring Work: Level attained - Established

Indicator 6: Structuring work

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
My work is interesting	58.9%	27.8%	8.9%	2.2%	2.2%	0.0%	0.0%
I am able to develop the skills I need to progress	42.2%	36.7%	8.9%	5.6%	4.4%	1.1%	1.1%
I have the right level of responsibility to do my job effectively	51.1%	34.4%	5.6%	2.2%	3.3%	2.2%	1.1%
My role enables me to work well with others	61.1%	30.0%	3.3%	4.4%	1.1%	0.0%	0.0%

You are in the process of reviewing systems and processes and investing in technology to reduce reliance on paper systems. For example, you have introduced the domiciliary care software, People Planner, and have launched the rota system first with the longer-term view of having all policies, care plans, staff information etc through the one platform. At present there are teething problems which is causing additional stress for those working on the front line. **This is recognised and being addressed by senior management through further training and support.** You provide iPad for recording care plans etc.

As you are subject to regulations and inspections from the Care Inspectorate there is a lot of administration that is required. Accurate record keeping is essential including the recording of medication errors and adverse incidents. Deputes and Managers are frequently required to cover for staff shortages and do not always have the time to make improvements and efficiencies in ways of working. **Continue to look at ways on how you can make work easier for staff and consider how you can support the Care Managers in obtaining administration time.**

‘We have no admin time – we need this to be able to run more efficiently’

‘Admin time would make the world of a difference’

‘We are overwhelmed by the new rota system and having to run dual systems as we can’t get the data we need’

There is a lot of pressure put on those staff in management roles as they appear to be on call 24/7 even when on holiday or off sick. If there are staff shortages and relief workers not available, the Manager is required to cover the shift. Agency workers may be accessed though they are often not available and have no knowledge of service users complex needs, many of whom require one to one support. Discussions about introducing an on-call rota have taken place, and an on-call rota is currently being piloted in the East. This is seen as not so easy to adopt in the West, largely due to the challenges of one particular service, however the current expectation of always being on call is not sustainable and needs to be addressed. **Share the feedback from the experience of On Call in Edinburgh, investigate on call options in other similar organisations, and work out a plan for the West that you can trial on a pilot basis.**

‘There is a disconnect between my Contract and my actual responsibilities as the local expectations are huge’

‘There is a lot of expectation that has become the norm and I am expected to be available 24/7’

All staff have job descriptions however these may need to be updated to reflect current roles and responsibilities. I understand the Regional Coordinator role is currently being reviewed and **a review of all job descriptions will be appropriate to ensure that your organisation structure is fit for future purposes.**

Use audits as a learning exercise to discuss and share best practice. Continue to **review your systems and processes in order to maximise efficiencies in ways of working** including sourcing digital solutions where appropriate.

Building capability: Level attained - Established

Indicator 7: Building capability

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
My manager thinks it is important that I develop my skills	43.3%	34.4%	8.9%	7.8%	4.4%	0.0%	1.1%
I have opportunities to learn at work	44.4%	40.0%	7.8%	5.6%	1.1%	0.0%	1.1%
I make use of my organisation's learning and development opportunities	40.0%	37.8%	4.4%	13.3%	4.4%	0.0%	0.0%
I know how my organisation invests in learning and development	45.6%	31.1%	10.0%	4.4%	5.6%	3.3%	0.0%
People are selected for roles based on their skills and abilities	25.6%	33.3%	12.2%	18.9%	6.7%	0.0%	3.3%

There is a strong culture of supporting learning and development within SHARE Scotland. Clearly there are regulatory requirements to be met (i.e., all support workers should have or be working towards SVQ3) and a number of mandatory modules that must be completed regularly, but in addition there is emphasis on enhancing the skills and knowledge of your people. Lots of staff have undertaken specialised courses in, for example, epilepsy and autism in addition to professional mgmt. qualifications.

‘They invest in our learning and development’

‘East and West Mgrs. used to meet up for training a few times per year – that was really good’

‘We encourage staff’

‘If you want to do more, we will help you do that’

Succession planning is a priority given the number of managers who may retire within the next 5 years. **Identify those staff with potential and provide further opportunities for them.** Build capacity by **encouraging staff to undertake shadow shifts in other services to expand knowledge and understanding which will support workforce planning.**

‘I’d love to work a day or two in another service to experience what they do’

Publish career pathways in the Newsletter to help staff still different options. You have a relatively flat structure so think about how you can **support and recognise additional skills sets in a matrix structure.**

Enhance your links with Further Education for potential placements for students studying health and social care.

Investigate apprenticeship options in for example, business admin, finance, social media and HR as there is funding support and this could support future workforce requirements.

Delivering continuous improvement: Level attained - Established

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	45.6%	32.2%	14.4%	4.4%	0.0%	3.3%	0.0%
I am encouraged to improve the way I do things	33.3%	41.1%	13.3%	7.8%	2.2%	1.1%	1.1%
I am responsible for improving the way we do things	26.7%	35.6%	18.9%	12.2%	3.3%	2.2%	1.1%
I am trusted to try new approaches in the way I work	35.6%	32.2%	17.8%	10.0%	1.1%	2.2%	1.1%
Optional Questions							
I am not blamed if I make an honest mistake	40.0%	38.9%	8.9%	8.9%	1.1%	0.0%	2.2%

Clearly the current focus is on coming out the pandemic and addressing the staff shortages, however you are always keen to encourage new thinking and to test out new ways of working to support your service users. The external landscape is changing and the new National Care Service is being introduced.

‘We are always looking at how to improve and how to come up with new ideas’

‘We are using (Microsoft) Teams more effectively now and it saves time’

‘We try our best to be aware of the external changes’

Discussions tend to be held at a local level and **more sharing across the East and the West to share new approaches and best practice would be helpful.**

‘We could do more to share best practice’

‘The East and West services should work closer together - it would be great to mix up teams’

‘People are fearful of change’

‘We need to be more comfortable with change and take a step-by-step approach’

‘Everything is abit out of date in SHARE’.

‘We are not good at change’

‘The CEO needs to discuss changes on the front line directly with the Service Managers’

I appreciate that recruitment is particularly challenging at present so **review how you attract applicants, make your adverts less generic and have ‘u tube clips’** so that potential recruits can get a sense of what the work actually involves. **Maximise the usage of social media including Instagram and Tic tok.** Remind staff about the benefits from ‘Referring a Friend’.

I understand you have a two-week induction programme which contains a lot of paperwork given the regulatory requirements. **Ensure that new recruits are given an understanding of the whole organisation and how it functions if not already covered.** You provide shadow shifts to new recruits but given staff shortages but I heard that in reality this may be only one or two shifts. **Survey new recruits within the last 12 – 24 months** to see what would have made their induction period more beneficial. **Collate statistics from exit interviews** and see what the percentage of leavers are in the first 6 – 12 months. **Consider getting together all new staff who have joined within the last 2 years** so they can meet each other informally together with senior management.

It would be a great opportunity for an undergraduate in HRM to review your induction programme so **establish links with relevant universities and colleges** as students are always looking for work placements.

Continue to encourage new ideas and fresh thinking – build time into team meetings and one to one discussions. **Ensure there is always feedback.** In some locations you could have an **Ideas Board and/or organise a virtual event** to encourage all staff to come forward with suggestions (Ideas@SHAREScotland email?) at certain times of the year.

Consider a **SHARE staff working group to generate ideas on improvements and efficiencies** in ways of working which may also generate financial savings.

Creating sustainable success: Level attained - Established

Indicator 9: Creating sustainable success

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
My organisation has a plan for the future	36.7%	38.9%	5.6%	15.6%	1.1%	2.2%	0.0%
My organisation is a great place to work	54.4%	31.1%	10.0%	1.1%	2.2%	0.0%	1.1%
My organisation embraces change	35.6%	33.3%	14.4%	10.0%	2.2%	3.3%	1.1%
My organisation has a positive impact on society	58.9%	33.3%	4.4%	2.2%	0.0%	1.1%	0.0%
Optional Questions							
I'm not afraid of making mistakes	25.6%	28.9%	22.2%	10.0%	6.7%	4.4%	2.2%
My organisation values and respects individual differences	57.8%	26.7%	5.6%	5.6%	0.0%	2.2%	2.2%

There is confidence in the future of SHARE Scotland. The Chief Executive has a vision for the future and you are planning ahead as to what your service could look like to ensure future financial sustainability. There may be opportunities to expand your service offerings. You hope to attract further Trustees with particular skillsets to continually enhance the workings of the Board.

Some comments from staff were:

‘We need to increase the visibility and impact of what we do’
‘We need more PR’
‘Don’t diversify too much and don’t get too big’ – that attracts people to stay’
‘Keep looking externally at what is happening and where there are opportunities’
‘Ensure the families have a strong input - service users do not always know best’
‘We need to keep abreast with the changes and keep our visibility high’
‘I’m proud to be working for SHARE’
‘We are a caring organisation and we will do what is right for SHARE’
‘We need to get SHARE’s name more out there – we need to raise our profile’
‘We could do a lot more on social media to share the work we do’

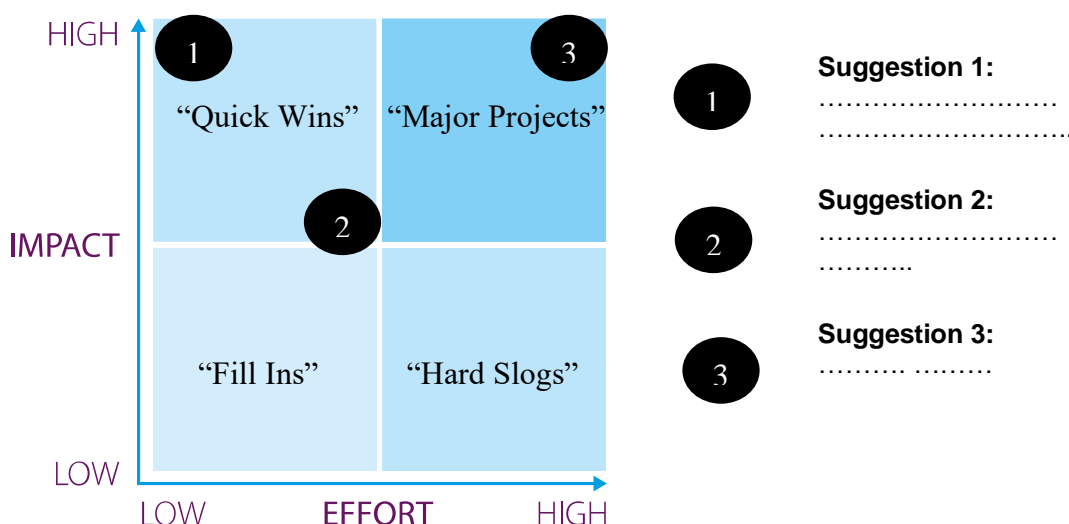
You have a clear understanding of the external environment and the impact this has on the organisation.
Continue to work in partnership with your staff to develop and implement your future ambitions.

What’s next?

I would like to take this opportunity to thank those who took part in the Assessment for their valued contribution and input. It was a pleasure to meet them. I would also like to thank Emma for her support with the planning and scheduling.

I will arrange a follow up discussion once you have received the Report with the purpose of reviewing my feedback and action planning. Following this I can assist you with advice and support to implement any of the recommendations. We will then meet again in 12 months’ time to review your progress against your agreed actions.

In advance of our discussion can I suggest you consider my recommendations against your future priorities. An effective way to prioritise actions is to consider the IMPACT to the business in balance to the EFFORT required to achieve. I have set out a technique in the example below in case this is of assistance.



Key dates

The new client journey supports a model of annual activity where I have set out key diary dates below. Your accreditation date is backdated to April 2022. We can discuss further when we meet but I will note to contact you in April 2023.

Accreditation date	12-month meeting	24-month meeting	Accreditation expiry
6 April 2022	6 April 2023	6 April 2024	6 April 2025

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.

Also, please join us on **Linked In and other Social media platforms** – this will allow you to post a question and/or learn from the wider IIP community and at the same time allow you some visibility as an organisation within the IIP Network.

I look forward to discussing my Report with you and to supporting you on your IIP journey.

Lindsey I Ferries, MA FCIPD
Investors in People Specialist
Telephone: 07917 231409

Email Lindsey.ferries@thisisremarkable.com

Appendix a) 2022 Indicator summary showing comparison in last column against previous IIP survey in 2019.

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	✓	37.2%	34.7%	9.2%	8.6%	2.5%	4.2%	3.6%	5.7	-0.3
INDICATOR 2										
Living the organisation's values and behaviours	✓	56.2%	30.9%	5.8%	4.9%	0.7%	0.9%	0.7%	6.3	+0.1
INDICATOR 3										
Empowering and involving people	✓	47.8%	31.9%	10.0%	3.6%	2.2%	2.5%	1.9%	6	-0.2
INDICATOR 4										
Managing performance	✓	39.2%	38.6%	8.1%	7.8%	1.9%	1.9%	2.5%	5.9	0.0
INDICATOR 5										
Recognising and rewarding high performance	✓	30.3%	33.3%	13.3%	11.7%	3.1%	4.7%	3.6%	5.5	+0.2
INDICATOR 6										
Structuring work	✓	53.3%	32.2%	6.7%	3.6%	2.8%	0.8%	0.6%	6.3	0.0
INDICATOR 7										
Building capability	✓	39.8%	35.3%	8.7%	10.0%	4.4%	0.7%	1.1%	5.9	-0.0
INDICATOR 8										
Delivering continuous improvement	✓	35.3%	35.3%	16.1%	8.6%	1.7%	2.2%	0.8%	5.8	-0.0
INDICATOR 9										
Creating sustainable success	✓	46.4%	34.2%	8.6%	7.2%	1.4%	1.7%	0.6%	6.1	-0.1



Want to get in touch?

enquiries@thisisremarkable.com