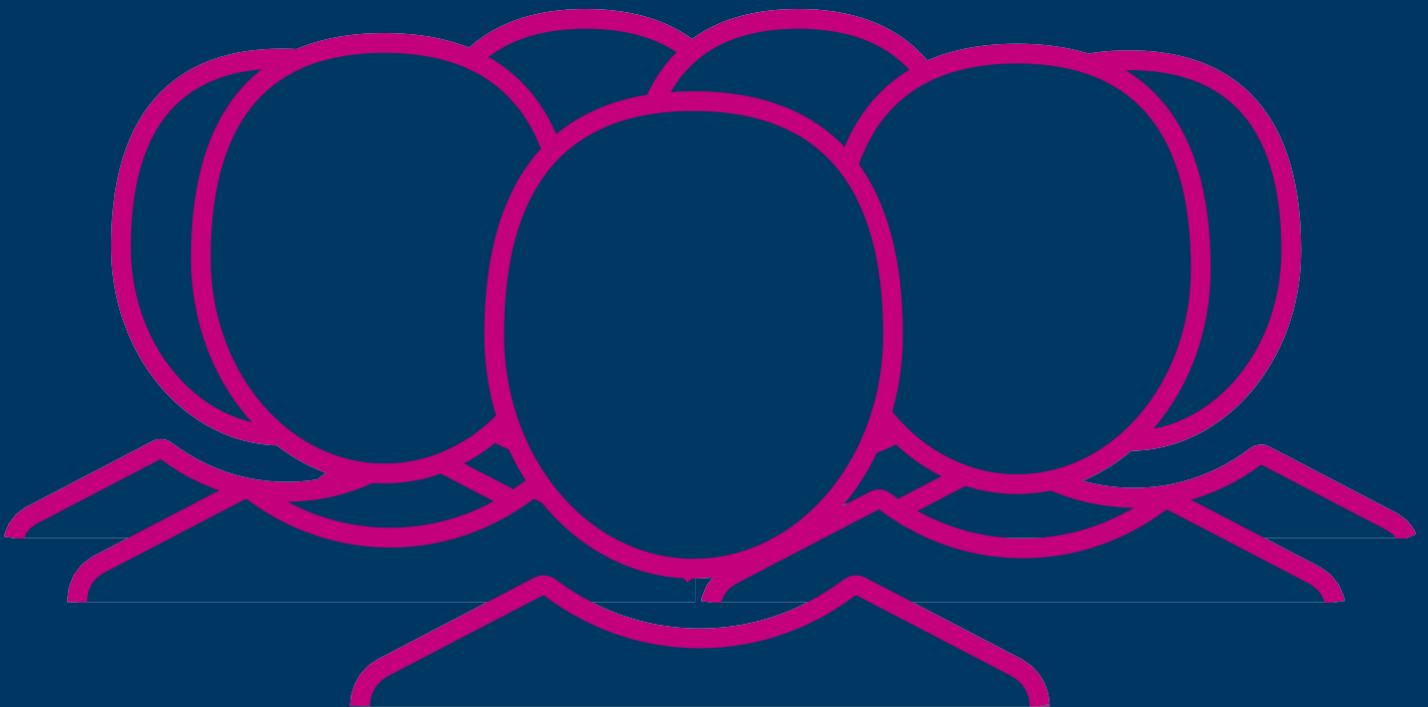


# INVESTORS IN PEOPLE™

## We invest in people



## Feedback Ordinary Lifestyles

Project number: NOR-21-00034

Practitioner: Carol Davidson

Date: 1<sup>st</sup> April 2021

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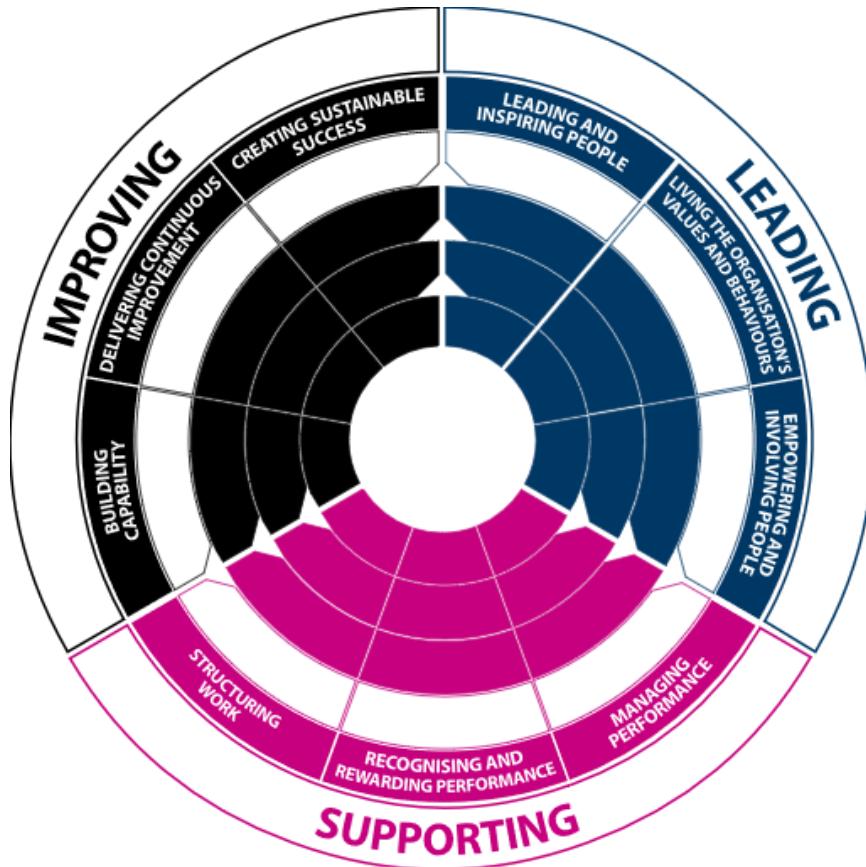
### **Detailed feedback and recommendations inside...**

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

### **Key dates**

Accreditation date	12-month meeting	24-month meeting	Accreditation expiry
01/04/2021	08/03/2022	08/03/2023	08/03/2024

# At a glance



## Executive Summary

A Context Meeting was held between the management team of Ordinary Lifestyles and Carol Davidson, Practitioner, Investors in People North of England on the 3<sup>rd</sup> March 2021 to discuss the organisation's ambitions and current people management practices. Following the Context Meeting the online survey was conducted and successfully achieved 85% engagement level. The outcomes of the online survey were very positive and were reflected and reinforced during the individual interviews with sixteen people on the 30<sup>th</sup> March 2021 and 1<sup>st</sup> April 2021. The organisation provided a wide range of documents as supporting evidence which were reviewed as part of the desktop analysis.

Ordinary Lifestyles has been in operation since 1993 providing support to people with physical and learning disabilities living in Manchester and Trafford, enabling them to live in their own homes and lead fulfilling lives. They currently work with thirty individuals with services including 24-hour support, Independent Living Service, and outreach groups e.g., Fun Factor, cooking, social events. One of the key factors influencing how the organisation operates are the values which are embedded in their people management practices and decision making.

Ordinary Lifestyles had developed a Strategic Action Plan setting out their ambition over the next three years. The plan focussed on achieving a strong financial position to create sustainability and maintain the high-quality levels of services to the people being supported. A conscious decision had been taken not to increase or grow the organisation to an extent which could impact on the level and quality of services provided. However, it was recognised that some of the people they currently support was off an older age group and work was now being undertaken to attract a younger age range.

## What to be proud of

- Your staff say they feel trusted by the leadership team to take decisions and that there is an open and transparent culture within the organisation.
- Your values are well embedded and are taken into consideration in people's everyday work.
- Your communication strategies ensure that everyone has access to the knowledge and information they need to do their jobs effectively.
- Your performance management processes enable people to reflect on their work and identify their own objectives and goals.
- Your staff feel valued and appreciated for their contribution to the success of the business.
- Your structure enables people to work collaboratively and provides interesting and varied roles.
- Your approach to learning and development has supported people to progress their careers and fulfil their potential.
- Your people are passionate about their jobs and think Ordinary Lifestyles is a great place to work.

## What to work on

- You could further develop your approach to defining the future capabilities of leaders.
- You may wish to consider ways to ensure the values are upheld throughout your supply chain.
- Although you have been successful in getting people engaged in steering groups consider ways to widen participation.
- You are planning to carry out a survey on what motivates people and should look at how to involve staff in defining the approach to reward and recognition.
- You may wish to consider the future structure in line with the changing organisational objectives.
- Although there was evidence that the management team participated in external bodies consider ways in which people can learn and use external thinking to improve their performance.
- Your approach to social responsibility was demonstrated and further work could be done to set some targets and objectives around initiatives.

# Congratulations on achieving Gold!

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

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

## Our recommendations

We've considered **who you are** and **where you're at** as an organisation. Our recommendations are designed to get you **where you want to be**.

- As the organisation continues to develop it will be both practical and beneficial to identify and look at the future capabilities required by leaders. E.g., the plans to enhance your digital agenda and increased use of technology.
- Your values are at the heart of how you operate, and you may wish to consider how you ensure that they are upheld throughout your supply chain. E.g., the housing providers and local authorities.
- You have been successful in engaging some staff members in projects and steering groups and need to look at ways to widen the levels of participation and engagement.
- Your structure currently works and delivers the organisational objectives. However, in the future you may need to review and refresh the structure in line with the new objectives established in the Strategic Action Plan next year.
- Good examples were presented about how members of the management team were involved in external bodies. Identify ways which will expose staff to outside thinking and learning to support them to improve their performance. E.g., networking opportunities, secondments etc.
- Your approach to social responsibility was demonstrated e.g., the Environmental Policy. Consider pulling together other social responsibility initiatives and set some objectives and targets to be achieved. E.g., identifying a charity of choice and setting a fund raising target, volunteering activities etc.

# What's next?

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

## WHO?

The meeting will include: Carol Davidson (IIP Practitioner), Clodagh McGurrin (CEO), Jemma Cowburn (Registered Manager), Cathy McIver (Training Manager), Vikki Monaghan (Finance Manager) and Nic Murphy (Deputy Manager)

## WHEN?

The feedback meeting is scheduled for **07/05/2021**

## WHERE?

We'll meet via Zoom.

## WHAT?

Together, we'll...

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

## To keep your accreditation, you need to:

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

## Don't forget to celebrate!

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

# Assessment results

## Your results by indicator

INDICATOR	THEME	DEVELOPED	ESTABLISHED	ADVANCED	HIGH PERFORMING
LEADING AND INSPIRING PEOPLE	Creating transparency and trust			✓	
	Motivating people to deliver the organisations objectives			✓	
	Developing leadership capability			✓	
LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS	Operating in line with the values			✓	
	Adopting the values			✓	
	Living the values			✓	
EMPOWERING AND INVOLVING PEOPLE	Empowering people			✓	
	Participating and collaborating			✓	
	Making decisions			✓	
MANAGING PERFORMANCE	Setting objectives			✓	
	Encouraging high performance			✓	
	Measuring and assessing performance			✓	
RECOGNISING AND REWARDING HIGH PERFORMANCE	Designing an approach to recognition and reward			✓	
	Adopting a culture of recognition			✓	
	Recognising and rewarding people			✓	
STRUCTURING WORK	Designing roles			✓	
	Creating autonomy in roles			✓	
	Enabling collaborative working			✓	
BUILDING CAPABILITY	Understanding peoples' potential			✓	
	Supporting learning and development			✓	
	Deploying the right people at the right time			✓	
DELIVERING CONTINUOUS IMPROVEMENT	Improving through internal and external sources			✓	
	Creating a culture of continuous improvements			✓	
	Encouraging innovation			✓	
CREATING SUSTAINABLE SUCCESS	Focusing on the future			✓	
	Embracing change			✓	
	Understanding the external context			✓	

# Survey highlights

The outcome of the online assessment was incredibly positive with an 85% response rate achieved, exceeding the 2018 level of engagement of 78%.

In relation to the benchmarking exercise Ordinary Lifestyles was successful in achieving a score of 801 out of 900 exceeding both the average IIP benchmark of 726 and the average industry benchmark of 745.

## Your highest scores

- 100% of people agreed that the management team communicated the ambition of Ordinary Lifestyles and understood the vision and objectives.
- 100% felt confident that the organisation has capable leaders.
- 100% agreed that Ordinary Lifestyles had clear values and guided the work that they worked.
- 100% of people agreed that they had all the information needed to do their jobs well and felt trusted to make decisions in their roles.
- 100% felt encouraged to perform to the best of their abilities.
- 100% agreed that their roles enabled them to work well with others and that they had the right level of responsibility to do their jobs effectively.
- 96% felt that they had the opportunity to learn at work.
- 100% agreed that Ordinary Lifestyles is a great place to work.

## ...and your lowest

- 15% of people neither agreed nor disagreed that their objectives were stretching.
- 11% of people neither agreed nor disagreed that they got appropriate recognition for their work of which 1.6% somewhat disagreeing.
- 11% neither agreed nor disagreed that they were consistently recognised when they exceeded expectations of which 3.2% somewhat disagreeing.
- 8% of people neither agreed or disagreed that people were selected for roles based on their skills and abilities of which 3.2% somewhat disagreeing.
- 8% of people neither agreed or disagreed that the organisation had a plan for the future.

## Your overall survey score

### Benchmark



#### YOUR BENCHMARK

- **801**

AVERAGE IIP BENCHMARK \*

- **726**

AVERAGE INDUSTRY BENCHMARK

- **745**

Showing results for Social Work Activities incl.  
charities

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

## Who took the survey?

### Survey Response Rate

#### Overview

TOTAL RESPONSES

61 responses out of 72 (85%)



RESPONSE METHOD



Email link: 0 responses out of 61

Open access: 61 responses out of 61

#### By Team

MANAGERS/TEAM LEADERS

16 responses out of 17



SUPPORT WORKERS

45 responses out of 55



# Your survey results by indicator

The outcomes of the online assessment delivered positive results with the scores achieved against each indicator being above the IIP national averages.

## Indicator summary

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Difference from IIP Average
INDICATOR 1 <b>Leading and inspiring people</b>	37.3%	47.5%	12.3%	2.0%	0.4%	0.4%	0.0%	<b>6.2</b>	+0.6
INDICATOR 2 <b>Living the organisation's values and behaviours</b>	54.4%	38.4%	4.9%	1.3%	0.0%	1.0%	0.0%	<b>6.4</b>	+0.5
INDICATOR 3 <b>Empowering and involving people</b>	45.1%	47.5%	5.7%	1.2%	0.0%	0.4%	0.0%	<b>6.4</b>	+0.6
INDICATOR 4 <b>Managing performance</b>	44.7%	45.9%	4.1%	4.1%	0.0%	1.2%	0.0%	<b>6.3</b>	+0.5
INDICATOR 5 <b>Recognising and rewarding high performance</b>	33.6%	40.2%	17.2%	7.0%	1.6%	0.4%	0.0%	<b>6</b>	+0.8
INDICATOR 6 <b>Structuring work</b>	45.1%	49.2%	3.7%	1.6%	0.4%	0.0%	0.0%	<b>6.4</b>	+0.5
INDICATOR 7 <b>Building capability</b>	43.0%	42.0%	9.5%	3.9%	1.3%	0.3%	0.0%	<b>6.2</b>	+0.7
INDICATOR 8 <b>Delivering continuous improvement</b>	32.4%	44.7%	16.0%	5.3%	0.8%	0.8%	0.0%	<b>6</b>	+0.4
INDICATOR 9 <b>Creating sustainable success</b>	43.0%	48.8%	5.3%	2.5%	0.0%	0.4%	0.0%	<b>6.3</b>	+0.5

# Your survey results by theme

## Themes (Highs and lows)

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Score	Difference from IIP Average
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### Highs

<b>Adopting the values</b> INDICATOR 2: Living the organisation's values and behaviours	57.4%	37.7%	3.3%	0.8%	0.0%	0.8%	0.0%	6.5	+0.4
<b>Creating autonomy in roles</b> INDICATOR 6: Structuring work	49.2%	49.2%	1.6%	0.0%	0.0%	0.0%	0.0%	6.5	+0.6
<b>Operating in line with the values</b> INDICATOR 2: Living the organisation's values and behaviours	54.1%	37.7%	8.2%	0.0%	0.0%	0.0%	0.0%	6.5	+0.7
<b>Empowering people</b> INDICATOR 3: Empowering and involving people	52.5%	40.2%	5.7%	0.8%	0.0%	0.8%	0.0%	6.4	+0.6
<b>Enabling collaborative working</b> INDICATOR 6: Structuring work	42.6%	54.1%	3.3%	0.0%	0.0%	0.0%	0.0%	6.4	+0.4

### Lows

<b>Creating a culture of continuous improvements</b> INDICATOR 8: Delivering continuous improvement	34.4%	40.2%	17.2%	4.9%	1.6%	1.6%	0.0%	6	+0.4
<b>Developing leadership capability</b> INDICATOR 1: Leading and inspiring people	26.2%	49.2%	19.7%	3.3%	1.6%	0.0%	0.0%	6	+0.7
<b>Deploying the right people at the right time</b> INDICATOR 7: Building capability	27.9%	49.2%	14.8%	4.9%	3.3%	0.0%	0.0%	5.9	+0.6
<b>Recognising and rewarding people</b> INDICATOR 5: Recognising and rewarding high performance	32.0%	37.7%	18.9%	9.0%	1.6%	0.8%	0.0%	5.9	+0.8
<b>Designing an approach to recognition and reward</b> INDICATOR 5: Recognising and rewarding high performance	26.2%	39.3%	24.6%	8.2%	1.6%	0.0%	0.0%	5.8	+0.8

# What your people told us

## Leading

### LEADING AND INSPIRING PEOPLE

#### Indicator 1: Leading and inspiring people



*“I feel totally trusted to get on with what I need to do on a daily basis - we mostly work on our own but there is always someone on call if we need any advice or assistance.”*

*“The management team are really good at what they do - they are very supportive and capable and lead by example.”*

*“I can talk about anything with my manager and don't feel judged - there is a lot of trust around and across the business.”*

Ordinary Lifestyles was established in 1993 by a group of parents who wanted to ensure that their children with learning and physical disabilities could live in their own homes and lead as independent and fulfilling lives as possible in adulthood. The mission created still remains as relevant today as it did back in 1993 - *Supporting people with disabilities to live in their own homes, creating opportunities to live fulfilling lives*".

During the interviews people described the vision of the organisation in their own words "*we're here to give the best support possible to enable our clients to live independent lives - they are at the heart of everything we do*", which was reinforced by the results of the online assessment with 100% of respondents agreeing that management communicated the organisation's ambition.

An extensive three-year Strategic Action Plan (SAP) had been produced covering the period 2019 - 2022 setting out the key objectives and targets. Targets had been identified with planned actions, who would take the lead, the timescales and progress under the headings of governance, finance and administration, operational and values based. The plan had been shared with everyone during the various meetings held, the appraisals and Job Consultation sessions. A Strategic Action Planning Group had been established with staff invited to participate in discussing and reviewing progress against the targets every quarter. Initially people were invited to volunteer participation on the group, but staff were also encouraged to take part during the appraisal and Job Consultation discussions. This enabled people to put forward their views and opinions on how the targets could be achieved with minutes produced following meetings and shared with all staff. The updated version of the SAP was issued to each household and placed on the notice board, with Team Meetings used to discuss how they would implement the actions agreed.

It was evident that people felt that the communication strategies were effective in keeping everyone up to date, especially during the Covid pandemic, with Zoom meetings held and What's App groups established.

Job descriptions had been designed for every role including those with management responsibilities. Clear person specifications set out the knowledge, skills and experience required. It was evident that leaders understood their responsibilities for managing and developing their teams and could describe the knowledge, skills and behaviours required to motivate people to achieve their best. Examples included:

- Giving clear direction and ensuring people knew what was expected of them in their roles.
- Planning and allocating work rotas to ensure cover during shifts.
- Being accessible and approachable.
- Having a good level of empathy and understanding of what's involved in peoples' job roles.
- Having the ability to train and develop their teams through coaching and mentoring.

Examples of coaching techniques were demonstrated which were used during the induction programme and the Job Consultations. People provided examples how their manager had supported them through coaching e.g., completing the modules for the Care Certificate, during the Job Consultations discussing incidents and how they could be handled more effectively etc.

People confirmed that they understood what to expect from their manager stating that they were "accessible and approachable" and listened to their concerns and ideas to improve how they delivered services to the people supported. Feedback on how people were managed and developed was gathered through various methods including Cultural Surveys, the appraisals, and Job Consultations. The Management Team were responsive to the feedback and introduced changes as appropriate e.g., issues were raised regarding teamwork and communication, which had been addressed by implementing more Team Meetings during Covid.

Those with line management responsibilities had been provided with learning and development opportunities to support them in their roles which included Team Leaders undertaking a Level 5 qualification, the Lead to Succeed programme and various workshops on areas such as managing performance, leadership styles etc

The Management Team explained that they wanted people to feel empowered in their roles and placed a high level of trust in their abilities to take decisions. During interviews people confirmed they felt trusted and that the learning and development provided equipped them to use their initiative and take decisions as they mainly worked alone during a shift.

It was also evident that a culture of mutual trust and respect had been engendered with people describing the leadership team as being capable and having extensive knowledge of the sector. It was also explained that the management team would often cover a shift working alongside team members with an on-call system in place enabling staff to contact a manager should they need advice or support. The online assessment results reinforced this with 100% of respondents agreeing that they trusted the leaders of the organisation.

**Organisational Measure:** Ordinary Lifestyles operates measures relating to this indicator. The following data from the internal Cultural Survey evidences the journey of continuous improvement.

**Statement:** I trust my immediate manager to be honest - 92% strongly agreed or agreed.

**Performance Level Achieved:** Advanced

## LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS

### Indicator 2: Living the organisation's values and behaviours



*"We were all involved at the Away Day which really helped to put the values into perspective for us."*

*"I think about the values a lot when planning activities and giving the people we support choices and options about what they would like to do."*

*"I would feel okay about challenging colleagues' behaviours that didn't match our values - it very rarely happens, and we don't have arguments just discussions."*

A significant amount of work had been undertaken following the previous assessment to define and make the values more explicit. An Away Day had been held involving staff, trustees and the people supported in September 2018 to identify, discuss, and clarify what the values meant to everyone and how they were integral to working practices. The values were highly visible being displayed on the website, the offices, the household notice boards and included in various documents. The Strategic Plan contained a section with values-based objectives and targets established e.g., inclusion, health and wellbeing.

The core values were aligned to the organisation's ambition and vision to support people with disabilities to live in their own homes and creating opportunities to live fulfilling lives. People could describe the values and what they meant to them in their daily working lives with the following examples provided:

- Organising activities and events that were *fun and enjoyable* e.g., arts and crafts, cooking, etc.

- Being *inclusive* e.g., during the lockdown Zoom sessions were organised to keep everyone connected and included in activities.
- Giving the people supported the opportunity to make their own *choices* and take decisions giving them *control* e.g., where they wanted to go on holiday, the type of activities they participated in and what clothes they want to wear.
- Prompting people to live as *independent* lives as they can be by encouraging them to do things for themselves.
- Encouraging people to consider their *health and wellbeing* by eating healthy meals and taking regular forms of exercise.

People confirmed that they were managed in line with the values and the behaviours of the management team reflected them in how they worked with their teams. Examples included the management team designing postcards based on the values which they sent out to teams and individuals as a thank you and to keep everyone motivated; encouraging people to participate on the Strategic Action Planning Group; being open and honest by sharing information and updates on how the organisation was performing.

It was evident that the values influenced the decision-making processes at all levels across the organisation. The management team explained that they were often invited to tender for services in other parts of the country which were declined as they did not feel it would be feasible to deliver the level and quality of service that they currently offered. Individuals were also able to give examples of how the values affected their decisions and explained that they acted in a way which reflected the values e.g., allowing the people supported to do things for themselves even although it would be quicker and easier for a member of staff to undertake a task.

Interviewees described how the values were aligned and integrated in the people management strategies. Examples included:

- The values formed part of the recruitment and selection process with values-based questions asked during interviews.
- The induction programme covered the values and the expected behaviours.
- During the Job Consultations the values were discussed with people reflecting on their behaviours and how they demonstrated the values in the context of their work.
- The Claire Award for staff was based on the values.

94% of respondents in the online assessment agreed that they could challenge behaviours not aligned to the values. In discussions with interviewees people confirmed that they would feel comfortable challenging colleagues who were not displaying the values; however, it was pointed out that incidents rarely occurred.

**Organisational Measure:** Ordinary Lifestyles operates measures relating to this indicator. The following data from the internal Cultural Survey evidences the journey of continuous improvement.

**Statement:** The values of the organisation play an important role in how we work. 98% agreed

**Performance Level Achieved:** Advanced

## EMPOWERING AND INVOLVING PEOPLE

### Indicator 3: Empowering and involving people



*“We mostly work alone and have to think on our feet - I do feel empowered and the training we are given really supports us in making decisions.”*

*“There is a lot of collaboration and teamwork - we have a What’s App Group and regularly keep in touch to discuss any issues or concerns and support each other.”*

*“We’re kept up to date with changes to policies and procedures - especially during Covid when government guidelines were changing all the time.”*

People confirmed that a range of strategies had been deployed to ensure everyone had access to the knowledge and information they required to carry out their job roles. In addition to the traditional communication methods e.g., the meetings’ structure, e-mails and memos other initiatives included:

- The organisation used various electronic platforms which people could access e.g., MS Teams, MS SharePoint, Dropbox where policies and procedures were held.
- Each household had a laptop and printer to access e-mails and used for holding meetings via Zoom or Teams.
- What’s App Groups had been established for each team.

Gaining feedback from people on how they were managed and developed was gathered in a variety of ways which included an internal Cultural Survey, Team Meetings and during the Job Consultation meetings. The most recent Cultural Survey carried out included a section where people could add narrative comments on what they felt was working well and areas where improvements could be introduced. A comprehensive report on the survey findings had been prepared with graphs used to display the response rates against the various statements. The narrative comments were also addressed with the management team providing their response to the issues raised together with

proposed actions to be taken. Communication and teamwork were highlighted as areas where improvements could be made and a decision was taken to have more regular Team Meetings using Zoom or Teams and plans were in place to deliver a team building event once the situation with lockdown had eased. In the interim period the Operations Co-Ordinator was working within the various households to identify and deal with any team tensions and issues.

The Management Team explained that they actively encouraged people to take the lead on pieces of work or projects although sometimes the level of engagement was limited. However, examples were provided where people had been invited to join working groups e.g., Strategic Action Planning Group and the CQC Steering Group which helped to develop their leadership skills. During interviews people confirmed that they were regularly invited to take the lead on projects/activities e.g., planning an Easter events for the people supported and parents.

As a relatively small organisation Ordinary Lifestyles did not have any formal representative groups in place. Opportunities for people to be engaged in the decision-making processes took place during the different meetings held across the organisation. The introduction of the Strategic Action Planning Group had been well received with people having the opportunity to put forward their views and ideas about what would work well in practice and benefit the overall organisation. People confirmed that they had been encouraged to participate in the decision-making processes and stated, “*everyone has an input during the meetings - we work collaboratively to achieve the best outcomes for the people we support*”.

During the Covid 10 lockdown provision had been put in place to ensure that regular meetings continued to take place with staff using Microsoft Teams and Zoom. What's App groups had also been established and used to share information within the teams.

People clearly understood the parameters of their decision-making powers and when it would be necessary to refer to a higher level of authority which were set out in job descriptions, discussed and agreed during the Job Consultation meetings and established in the organisation’s policies and procedures. E.g., Safeguarding issues.

Each household had their own budgets and petty cash which they managed on a day-to-day basis and understood when permission would be required to purchase larger more expensive items. During the interviews people explained that information and knowledge was freely shared by the management team and that the raft of training provided supported and helped them take decisions in their roles.

**Organisational Measure:** Ordinary Lifestyles operates measures relating to this indicator. The following data from the internal Cultural Survey evidences the journey of continuous improvement.

**Statement:** - I attend regular team meetings/briefings - 94% agreed.

**Performance Level Achieved:** Advanced

# Supporting MANAGING PERFORMANCE

## Indicator 4: Managing performance

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
<b>Base Questions</b>							
I have discussed my performance with my manager in the last 6 months	50.8%	37.7%	4.9%	3.3%	0.0%	3.3%	0.0%
I feel encouraged to perform to the best of my abilities	42.6%	55.7%	1.6%	0.0%	0.0%	0.0%	0.0%
I have agreed my objectives with my line manager within the last 12 months	45.9%	41.0%	3.3%	8.2%	0.0%	1.6%	0.0%
My manager helps me improve my performance	39.3%	49.2%	6.6%	4.9%	0.0%	0.0%	0.0%
<b>Optional Questions</b>							
At my organisation, poor performance is addressed by managers	37.7%	45.9%	6.6%	6.6%	0.0%	1.6%	1.6%
My objectives are stretching	19.7%	45.9%	19.7%	14.8%	0.0%	0.0%	0.0%
The success of my organisation is reliant on all of us achieving our individual objectives	45.9%	45.9%	6.6%	1.6%	0.0%	0.0%	0.0%

*“Our work can sometimes be challenging working with people with learning disabilities - we need to show compassion and understanding and work as a team to make sure they have good experiences and live as independently as possible.”*

*“During the appraisals we talk about what’s going well, our future goals and what we want to achieve.”*

*“I have regular Job Consultations with my Team Leader - they are very positive and open and honest with me about how I am performing in my role.”*

The management team explained that the Job Consultations and Person Centred Appraisals were the main vehicles used to manage performance. Both processes had been reviewed and refreshed to be more reflective and included a section on the organisation's values.

During the interviews people confirmed that they had undertaken Job Consultations with the Team Leaders and described the process as being “two way” and “reflective” with individuals involved in identifying their own goals and targets then discussing and agreeing them with their line manager. From the documentation viewed as part of the desktop review and discussions with interviewees it was evident that open and honest conversations were held, and people felt comfortable and confident in raising issues and concerns with their line managers.

People explained that objectives and targets were focussed on their work with the individuals supported as well as their own personal development. Examples included:

- Planning and arranging holidays for the people supported and carrying out all the necessary risk assessments.
- Undertaking training in dementia to gain a greater understanding of the condition in order to work one of the individuals being supported.
- Working towards achieving a diploma.
- Planning and arranging the redecoration of the house involving the people supported in the decisions.

During the interviews people explained that although their work was both rewarding and enjoyable it could also be challenging and stretching. This was especially evident during the lockdown when it was difficult to engage the people supported in outside community-based activities and explain the reasons for the restrictions. Significant efforts had been made to ensure that the people supported could keep in touch with friends and families and participate in online activities via Zoom.

Significant time was invested in managing performance with the Job Consultations taking place at least four times a year and often more frequently. The new Person Centred Appraisals were held annually and used to discuss individuals' aspirations and goals; plan outcomes and discuss how peoples' behaviour reflected the organisation's values.

The management team explained that underperformance was rare and that a process was in place to deal with any incidents that occurred. Initially Team Leaders would discuss the issues with the staff member concerned to establish any underlying problems and identify the improvements required. If the problem escalated managers would become involved with a Performance Improvement Plan put in place setting out the improvements required, actions to be taken including any support available and the timescales. Interviewees confirmed that they were aware of actions that had been taken by managers to deal with underperformance and were confident that matters were handled in a fair and consistent manner.

Several measures were established to assess and monitor the performance of individuals and teams. These included:

- Quality Monitoring visits were carried out at each of the households looking at the paperwork completed in relation to medication records, food hygiene, house accounts etc.
- Team Leaders carried out observations of staff as part of the induction programme.
- New staff undertook a twelve-month probationary period during which time their work was monitored and reviewed.
- The number of incidents and accidents were reported and monitored.
- Peer reviews took place as part of the induction process.
- Skills development was discussed and monitored during the Job Consultations.

People explained that they received feedback following the audits which were discussed during the Team Meetings and individual Job Consultations.

The Chief Executive explained that a range of data was collated, and extensive reports prepared and submitted on a quarterly basis to the commissioning bodies which was viewed as part of the desktop analysis.

**Organisational Measure:** Ordinary Lifestyles operates measures relating to this indicator. The following data from the internal Cultural Survey evidences the journey of continuous improvement.

**Statement:** I participate in the setting of my job performance targets. 91% agreed.

**Performance Level Achieved:** Advanced

## RECOGNISING AND REWARDING HIGH PERFORMANCE

### Indicator 5: Recognising and rewarding high performance

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
<b>Base Questions</b>							
I feel appreciated for the work I do	44.3%	45.9%	6.6%	1.6%	1.6%	0.0%	0.0%
I am rewarded in ways that match my motivations	26.2%	39.3%	24.6%	8.2%	1.6%	0.0%	0.0%
I get appropriate recognition for the work I do	29.5%	39.3%	19.7%	9.8%	1.6%	0.0%	0.0%
I am consistently recognised when I exceed expectations	34.4%	36.1%	18.0%	8.2%	1.6%	1.6%	0.0%

*“Rewarding and recognising peoples’ contribution is really important - as a Team Leader I try to do it all the time during feedback at the Job Consultations, in Team Meetings and in the moment when I witness something that has been handled really well.”*

*“I received a thank you card during Covid - it really made me feel valued.”*

*“This is a really good company to work for - they provide everything you need and we do get thanked and praised.”*

Since the previous assessment carried out in 2018 the management team have developed a clear and comprehensive policy setting out a framework on how they reward and recognise the contribution that staff make to the success of the business. The introduction of the policy states “*it recognises and promotes positive behaviour and supports its employees in creating a happy and healthy atmosphere that enables employees and organisation success*”. The policy was viewed as part of the desktop analysis and identified under separate headings what people needed to do to gain recognition and the variety of strategies for rewarding employees. The benefits of working for Ordinary Lifestyles had been included and were visible on the website as an incentive to attract new staff.

The management team explained that the policy is reviewed every two years to ensure that it remains fit for purpose and meets the individual needs of employees. The results of the recent Cultural Survey were positive in relation to how people felt valued and a Snap Survey on reward and recognition was planned which will be used to inform further updates to the policy. Examples were provided of changes that had been introduced e.g., giving staff a £10 voucher to encourage them to have regular Covid 19 tests.

During interviews people confirmed that the way they were rewarded had been updated e.g., the introduction of the Claire Award to celebrate the 25<sup>th</sup> anniversary of the organisation which was based on the values.

It was evident that a culture of recognition had been created with interviewees stating that they did feel valued and appreciated, which reflected the online assessment results with 90% of respondents agreeing that they felt appreciated. Recognition was demonstrated in the following ways:

- The newsletter highlighted the hard work and achievements of individuals and teams.
- During Team Meetings, handovers and the Job Consultations people were thanked and praised for their work.
- Cards have been designed based on the values to thank people which were sent out by managers to teams and individuals.
- Celebrating successes was also a feature of the organisation with social events e.g., Christmas Party used to present awards to people.

Ordinary Lifestyles offered a range of benefits and initiatives which exceeded legal requirements including:

- Annual leave entitlement of six weeks.
- Enhanced pension contributions.
- Employee Assistance Programme.

People understood the approach to reward and recognition and explained that the policy was applied in a fair and consistent manner e.g., everyone received a bonus at Christmas, a long service award was presented to individuals who had achieved ten years in post with a certificate and champagne. Salary increases were awarded for going “above and beyond” with guidelines established to ensure that line managers were clear about the criteria for recommending individuals for a rise e.g., developing initiatives that could be implemented across the organisation.

The organisation had introduced a Total Reward Statement for each member of staff setting out the investment that the organisation had made for individuals for the year. The Statement covered salary, pension contribution, training, leave and additional benefits e.g., attendance award, end of year team celebrations monies. During the interviews it was evident that the introduction of the statement had been received with mixed feelings with some interviewees appreciating the initiative whilst others stating it was “*too one way*” only recognising what the organisation had done for them and did not take account of what individuals had contributed to Ordinary Lifestyles. However, it was acknowledged that the rationale behind the Statement was well intended and did highlight how people were valued.

**Organisational Measure:** Ordinary Lifestyles operates measures relating to this indicator. The following data from the internal Cultural Survey evidences the journey of continuous improvement.

**Statement:** I feel more praised than criticised. 83% agreed.

**Performance Level Achieved:** Advanced

## STRUCTURING WORK

### Indicator 6: Structuring work

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
<b>Base Questions</b>							
My role enables me to work well with others	42.6%	54.1%	3.3%	0.0%	0.0%	0.0%	0.0%
I am able to develop the skills I need to progress	42.6%	47.5%	6.6%	3.3%	0.0%	0.0%	0.0%
My work is interesting	45.9%	45.9%	3.3%	3.3%	1.6%	0.0%	0.0%
I have the right level of responsibility to do my job effectively	49.2%	49.2%	1.6%	0.0%	0.0%	0.0%	0.0%

*“I will help out at other houses when they are short staffed - it’s good to get to know about the range of disabilities which are all very different.”*

*“Everyone has autonomy in their roles - we work on our own most of the time and have to be empowered to make decisions.”*

*“The policies and procedures set out decision making e.g., safeguarding, medication - they are regularly updated, and we have to sign to confirm we have read and fully understand them.”*

Ordinary Lifestyles had developed a clear organisational structure demonstrating the lines of reporting and accountability which was understood by everyone interviewed. The previous CEO had retired in 2017 with the four managers taking a collegiate approach to managing the organisation with discreet operational and functional responsibilities identified. Since the previous assessment in 2018 a decision was taken by the Trustees to appoint a CEO with one of the Registered Managers successfully taking up the post. Other structural changes included the appointment of a Deputy Manager to provide cover during the Registered Manager's maternity leave. The Operations Co-ordinator's role had also changed, working directly within the households to “trouble shoot” team issues and provide support to the Team Leaders.

The management team explained that the structure remained relatively static with team sizes determined by the requirements of the people supported. Bank staff were used occasionally to provide cover during absences; however, it was emphasised that they preferred to deploy Support Workers from other households as the people supported liked consistency and to be familiar with the people who would be supporting them.

Ordinary Lifestyles operated a relatively flat structure limiting the opportunities for internal promotions. The management team were able to provide examples of how they supported staff in developing leadership skills which included people covering the Team Leaders' role during holiday and sickness absence; participating on the Strategic Action Planning Group and being involved in the CQC Steering Group.

Job descriptions had been developed for all roles with person specifications established setting out the essential and desirable skills, knowledge and behaviours required. People confirmed that they had a job description defining their key accountabilities which were discussed during the Job Consultation meetings.

As previously discussed under Indicator 3 people knew their levels of decision making and stated that they enjoyed a degree of autonomy in their day-to-day roles but were aware of when issues would need to be referred to a higher level of authority. E.g., if a Safeguarding issue arose. The results of the online assessment reinforced this with 100% of respondents agreeing that they had the right level of responsibility to do their jobs effectively.

A schedule was in place to review and update policies with people were engaged in the process giving them a sense of ownership and enabling decisions to be taken quickly and effectively e.g., the Incidents and Accidents Policy had been reviewed and changes introduced to how events were recorded.

Strong teamwork and collaborative working were key features across the organisation and considered essential to ensure the smooth delivery of services. A range of job descriptions had been presented in evidence which were viewed as part of the desktop review. All job descriptions detailed the main contacts for each role with a section on responsibilities within the teams which included communicating effectively with team members; contributing to and putting into effect team decisions regarding the support of individuals and supporting each other. The goals of individuals and teams were aligned to the organisational objectives, focussing on the person-centred approach and ensuring that the individuals supported had the opportunity to create new friendships by participating in activities and encouraging and prompting independence.

Handovers were carried out to share information about any events or incidents that had occurred during a shift with a Communications Book used to highlight tasks that needed to be completed e.g., taking the people supported to appointments etc. People explained that some staff worked across two teams which gave flexibility in providing cover for shifts and increased their knowledge and experience of the different conditions of the individuals being supported.

In normal circumstances staff from the different households would come together at activities e.g., Fun Factor Club, Food for Thought, giving them the opportunity to meet and discuss their work and share experiences. During Covid this had not been possible, but people explained that they had devised ways using Zoom to enable events and activities to continue and had arranged trips to other households to enable the people supported to see their friends whilst maintaining social distancing.

**Organisational Measure:** Ordinary Lifestyles operates measures relating to this indicator. The following data from the internal Cultural Survey evidences the journey of continuous improvement.

**Statement:** My work colleagues help me as much as I would like them to. 84% agreed.

**Performance Level Achieved:** Advanced

# Improving BUILDING CAPABILITY

## Indicator 7: Building capability



*"I feel very confident in my role through the training I have received - everyone is very open and supportive."*

*"We work with people who have complex needs and conditions and the training ensures that we fully understand how to give them the full support needed."*

The management team recognised the significance of keeping everyone's skills and knowledge up to date to deliver the high quality of services to the people supported and to build their capability, especially within the supported living sector.

Learning and development interventions were identified considering the future business needs, mandatory training and the specific needs of individuals which were discussed and agreed during the Job Consultations and Person Centred Appraisals. The management team had a good level of understanding of team members and recognised those with the potential to progress within the organisation.

During the Person Centred Appraisals, a conversation was held to establish peoples' aspirations with advice and guidance provided, coupled with training and development opportunities to support them achieve their personal goals.

Interviewees confirmed that they had been encouraged to consider their career progression and had been given the opportunity to undertake learning and development which would support them in the future e.g., working towards Diploma level and undertaking Level 5 qualifications.

A range of innovative and flexible strategies were deployed to deliver learning interventions in a cost-effective way which included:

- Coaching, shadowing, and mentoring activities
- On the job training
- Classroom based learning delivered by the Training Manager and external providers.
- Attending external courses.
- Online and e-learning programmes.
- Role play

Those people who had recently joined the Ordinary Lifestyles confirmed that they had received a thorough induction covering the history of the organisation, the vision, values and behaviours and the practical aspects such as policies, and procedures etc. In addition to the induction programme new employees were also required to complete the Care Certificate and confirmed they had been supported by both colleagues and the Team Leader when working through the modules.

A budget was allocated annually, based on a set amount per staff member, to cover the cost of learning and development interventions with a record kept of spend in the management accounts. The number of days allocated to training and any additional resources required were also recorded. Training Schedules were prepared every six months by the Training Manager and issued and displayed in all the households and people could apply for the different courses available. The Training Manager explained they were responsive to staff requests for training and would source courses e.g., time management, Communicating Confidently and wellbeing sessions.

People spoke enthusiastically about the training they had received and explained that in addition to the mandatory courses they were encouraged to put forward ideas and suggestions of learning and development that would support them in their roles. Much of the learning was focussed on the needs of the people supported with the following examples provided:

- Dementia awareness training had been undertaken to gain an understanding of the different forms of dementia and how it affects individuals.
- Team training on Fragile X Syndrome, a genetic disorder, had been delivered by the Team Leader to work with an individual providing knowledge about the condition and the techniques to use when interacting with them.

All staff had their own Personal Development Portfolio used to record the training that had undertaken, new knowledge gained and how it was being put into practice which was discussed during the Job Consultations with their line managers.

A robust approach was taken to the recruitment and selection process to ensure that the organisation attracted a high calibre of staff that would meet the resource requirements to deliver their services. When planning resource requirements, the number of hours allocated to each person being supported was considered and the capacity of existing employees. Evidence was presented to show how the organisation had placed and used peoples' skills across the organisation e.g., a new employee had experience of transition theory which was going to be utilised in managing changes within the organisation. Consideration had also been given to succession planning to ensure that critical roles could be filled quickly and effectively e.g., the appointment of a Team Leader to the role of Deputy Manager.

**Organisational Measure:** Ordinary Lifestyles operates measures relating to this indicator. The following data from the internal Cultural Survey evidences the journey of continuous improvement.

**Statement:** I am encouraged to learn and develop myself. 96% agreed.

**Performance Level Achieved:** Advanced

## DELIVERING CONTINUOUS IMPROVEMENT

### Indicator 8: Delivering continuous improvement



*“We are always looking for new ideas and approaches to how we work with the individuals supported e.g., I am planning a fishing trip with \_\_\_\_ once the weather improves and restrictions are eased.”*

*“The lockdown has been particularly hard for some of the people we support as they can’t grasp what is going on - I encourage \_\_\_\_\_ to watch the news and try to explain why we aren’t able to go and about as usual.”*

*“People here are very passionate about their work and are always encouraged to come up with new ways of working to engage the individuals’ in activities that will improve their health and wellbeing.”*

Ordinary Lifestyles embraced continuous improvement which was viewed by the management team as integral to deliver the organisation’s vision and mission.

Reviewing and evaluating the delivery of services enabled the organisation to identify areas where improvements could be implemented with reports presented to the Trustees providing an update on how well the organisation was performing and the impact that the investment in the people management strategies was having on the outcomes. Areas covered in the reports included:

- Service update
- Health and Safety and Safeguarding
- Complaints and Compliments
- An update on the Strategic Action Plan
- Training and Development
- Finance update.

The CEO explained that detailed reports were also submitted to the funding bodies demonstrating how they were meeting their contractual agreements and delivering positive outcomes for the people supported. An example of a report was presented as documentary evidence and viewed as part of the desktop analysis.

Both external and internal feedback was used to identify how the organisation could improve the way they operated. Ordinary Lifestyles were inspected by the CQC with recommendations made on areas that could be improved which were dealt with through the CQC Steering Group.

The response to the Investors in People Annual Reviews demonstrated how the organisation had implemented the recommendations from previous interventions which included:

- An Away Day had been held to make with staff, Trustees and the people supported to discuss the values and how they were integral to the way the organisation operated.
- The values had been integrated more explicitly within the Job Consultations.
- A Snap Survey was planned to identify what motivated individuals and how the results could influence further strategies.

Internally feedback was taken through the annual Cultural Survey, Job Consultations, Person Centred Appraisals, and the various meetings held. People confirmed they completed the Cultural Survey and received feedback on the outcomes with actions planned to address issues that had been raised.

The management team described their involvement in forums which demonstrated how outside thinking played a role in supporting their approach to business development. Examples included the participation at both the Trafford and Manchester Providers Meetings and the Registered Managers Meetings at Skills for Care. Attendance at the forums had given an insight and reinforced that they were delivering services well.

It was evident that a culture of continuous improvement had been engendered with people encouraged to present innovative ideas and suggestions to improve how the organisation operated. People provided examples of how they were able to contribute ideas and suggestions to improve how they worked:

- Team Meetings provided a forum for putting forward and discussing new ideas and suggestions and how they could be introduced.
- The Job Consultations and Person Centred Appraisals provided the opportunity for individuals to put forward ideas and suggestions to improve how they worked.
- Participation on steering groups e.g., CQC Steering Group.

During the interviews people explained that during Covid 19 they had to “*think outside the box*” and come up with innovative ways to deliver services to ensure that people supported continued to socialise with their friends and families whilst maintaining social distancing rules. Examples were provided of initiatives that had been introduced:

- Zoom activities e.g., Sing and Sign, discos, cookery classes etc. One member of staff explained that they managed to connect the laptop to the TV which meant it was more user friendly for the people supported using a larger screen.
- Research had been carried on local parks and outside cafes enabling people to go out for short walks providing exercise and removing feelings of isolation.
- Creating more internal games and activities e.g., puzzles, artwork and crafts etc.

Working with vulnerable people meant that a great deal of attention was paid to risk assessment to avoid any incidents and ensure that they were safe. People explained that incidents did happen from time to time e.g., medication errors, which were dealt with in a positive manner and viewed as a learning experience. Examples were also provided of staff taking “*calculated risks*” and trying new approaches with the people supported which didn’t always deliver the desired results and again were seen as a learning opportunity.

**Organisational Measure:** Ordinary Lifestyles operates measures relating to this indicator. The following data from the internal Cultural Survey evidences the journey of continuous improvement.

**Statement:** I am encouraged to come up with new ideas in my job. 88% agreed.

**Performance Level Achieved:** Advanced

# CREATING SUSTAINABLE SUCCESS

## Indicator 9: Creating sustainable success

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
<b>Base Questions</b>							
My organisation embraces change	39.3%	52.5%	6.6%	0.0%	0.0%	1.6%	0.0%
My organisation has a plan for the future	42.6%	41.0%	8.2%	8.2%	0.0%	0.0%	0.0%
My organisation has a positive impact on society	42.6%	54.1%	1.6%	1.6%	0.0%	0.0%	0.0%
My organisation is a great place to work	47.5%	47.5%	4.9%	0.0%	0.0%	0.0%	0.0%

*“We are always consulted about changes being proposed and asked for our opinions.”*

*“The teams have an input to the planning - we know where the organisation is going in the future and what has to happen to ensure our continued success.”*

A three-year Strategic Action Plan had been produced covering the period 2019 -2022 which had been shared with everyone. The Strategic Action Planning Group, made up of representatives from across the organisation, met regularly to review and update progress against the objectives using a traffic light system. The updates from the Group were shared with the Team Leaders talking through the actions during the Team Meetings.

The management team explained that they would be producing a new three-year plan in 2022 identifying and setting new targets and objectives and would be involving staff in the process. Moving forward the key focus was to develop a strategy to attract and secure younger service users as the management team were conscious of the fact that the current people supported were growing older. Another area to be explored was making greater use of technology to improve communication between the head office and the households. During the interviews people confirmed that they were kept up to date with the future direction of travel. Conversations had been held regarding the demographics of the current group of people being supported and staff understood that it would be essential to attract a younger age group of service users as the “next generation.”

Without exception people were very proud, passionate and committed to the success of Ordinary Lifestyles and described how they loved their work and felt they really made a difference to the lives of the people supported. This was reinforced by the results of the online assessment with 100% of respondents agreeing that the organisation was a great place to work.

The last year had been particularly challenging for everyone at Ordinary Lifestyles including the staff and people supported. Significant changes had been implemented to ways of working to ensure that staff could continue to deliver high quality services to the individuals being supported in a safe and Covid free environment.

The management team worked hard to keep everyone updated on Government guidelines and the Team Leaders meetings were used to discuss how changes would be introduced to working practice with a Q&A sheet produced and issued to all the households. As a result, the organisation had continued to deliver services seamlessly and to a high standard.

People confirmed that they were informed and consulted about changes being introduced and explained that the rationale behind new initiatives was provided together with the benefits that would be achieved. Greater use had been made of Zoom and Teams to enable the people supported to continue with activities and keep them connected with their friends and families. The Operations Co-Ordinator had produced an easy read guide on how to use Zoom effectively which was displayed in the office and the households.

The management team explained that they had identified people who could act as champions to influence and take the lead in certain areas e.g., a Digital Champion. Plans were also in place to utilise the skills and knowledge of a member of staff who was experienced in transitional theory which would have an impact across the organisation.

The key stakeholders were described as the people supported and their families, Trustees, staff, and the funding bodies. Steps were taken to ensure that feedback was taken from stakeholders which influenced the organisation's strategies and decision making which included:

- The People's Forum was held to give individuals supported a voice which was fed into the Strategic Action Plan.
- Surveys were conducted with parents/guardians of the people supported to gain their views and feedback on the delivery of services.
- The Cultural Survey was carried out annually with staff with a new section added on where improvements could be introduced.

A comprehensive Equality and Diversity Policy had been produced which covered people management practices including recruitment and selection, pay and training. Ordinary Lifestyles had been successful in attracting a diverse workforce from different backgrounds who brought a wealth of knowledge and experience to their roles. A range of age groups, gender mix and ethnicity demonstrated that their approach to diversity and equality was working and a commitment had been made to the Manchester City Council's Race, Gender and Disability Scheme. The management team explained that they employed more female staff than males in response to the preferences of the people supported.

Ordinary Lifestyles embraced social responsibility e.g., an Environmental Policy was in place which was included in the Strategic Action Plan as a target to review the use of paper/plastic/electricity and recycling practices. A Recycling Awareness Event had been held for staff and the people supported to promote the policy and invite ideas on how it could be implemented in the homes. People provided examples of how they worked within the communities e.g., an allotment project had been established. Fund raising events were also held and mainly driven by individual staff with the support of Ordinary Lifestyles e.g., a member of staff had knitted Easter Chicks with the funds raised going to a local charity Francis House.

**Organisational Measure:** Ordinary Lifestyles operates measures relating to this indicator. The following data from the internal Cultural Survey evidences the journey of continuous improvement.

**Statement:** I am kept up to date with the long-term vision and objectives of the organisation. 94% agreed.

**Performance Level Achieved:** Advanced



Want to get in touch?

