

Commercial in Confidence



Investors in People  
Review Report  
(incorporating the Health and Wellbeing  
at Work Framework)  
For

Supporta Care

Written by Kate Baker

Investor in People Assessor

On behalf of Capital Quality Limited

30<sup>th</sup> March 2009

<b>Contents</b>	<b>Page No.</b>
▶ Executive Summary	4
▶ Areas of particular strength or effective practice	6
▶ Areas where development could be considered	7
▶ Assessment Findings	9
▶ Recommendation and next steps	20
▶ Options for your next Review	21

## The Health and Wellbeing At Work Framework

Feedback within this report also covers the new Health and Wellbeing at Work framework. This is a pilot project and therefore feedback within the report should be seen as diagnostic.

Investors in People UK, under the auspices of the Department of Health, are currently looking at the wider implications for organisations when considering how best to support the health and wellbeing of its staff. This framework has been developed to address these considerations and to provide an effective feedback vehicle that will encourage and promote best practice and innovation.

**The Health and Wellbeing Framework will become a separate stand-alone award from September 2009**



## ▶ Executive Summary

Since the last review three years ago, Supporta Care has been through a period of considerable growth and change and continued growth is still very much part of the strategic plan and vision. A number of staff have joined the organisation with tupe arrangements and this in itself has presented its own challenges.

Whatever the various challenges have been, the organisation remains very evidently committed to the effective management and development of all its staff. This is particularly noticeable in the amount of learning and development that staff are undertaking and the encouragement to go beyond a level 2 in Care. Equally notable is the commitment to ensuring all staff have a regular appraisal and for those in care roles there is regular support through supervision.

When talking to staff and managers it is very evident that the company prides itself on the quality of the care it provides and many of the carers who were interviewed were passionate about their job and their service users. The loyalty to the company and service users is very evident when talking to care staff and many have remained with the organisation for years.

Many of those care staff who have joined Supporta Care from other companies were complimentary about the organisation they now worked for, many stressing how much more training they now received. Equally noticeable, is the emphasis placed on developing and supporting new staff, whether they are in a care or support role. All those who had joined in the past year confirmed that they had received a comprehensive induction, which for those in care worker roles, was reinforced through shadow shifts and support from other care workers and co-ordinators.

Supporta Care is to be congratulated on its continuing commitment to the philosophy and practices of the Investors in People Standard and it was very evident that strong, effective leadership from the senior management team is ensuring that staff are well supported and developed and do feel part of a caring organisation – that is, caring for staff and service users.

Therefore, the following report sets out the findings from this review and provides feedback on the various key areas discussed with the organisation, including providing feedback on key objective areas such as being an “employer of choice.”

In addition, Supporta Care has agreed to be part of the final pilot for the Health and Wellbeing at Work Framework, which will become a stand-alone award in September this year. Feedback on this section within the report is therefore diagnostic and does not affect the outcome of the Investors in People review.

Therefore, as a result of the feedback from interviewees which took place with staff across a wide range of Supporta Care offices, the Assessor would like to congratulate Supporta Care on its very strong continuing commitment to the

Investors in People Standard and recommend that it continue to be recognised as an Investor in People organisation.

The Assessor would also like to particularly thank Sian for her work and patience in arranging the interviews and for her support during some of the travelling challenges! Particular thanks also to Bernadette for allowing the Assessor to be shadowed by overseas visitors and for the welcome that was given to them.

### **General Information on Health and Wellbeing of Staff at Work**

The Health and Safety Executive reports that:

- Stress is the main cause of time lost at work
- 1 in 5 workers find their work very or extremely stressful
- Over 500,000 workers believe they experience work-related stress at a level that makes them ill
- Each case of stress-related ill-health leads to an average of 29 working days lost
- Stress, depression and anxiety accounted for 13.4 million working days lost in 2001

**The following is therefore a list of links to some of the useful sources of information:**

Alcohol Concern - *Workplace Newsletter*

<http://coi.xtra.org.uk/iip/health/AlcoholConcern-WorkplaceNewsletter.pdf>

DTI, TUC & CBI - *Practical ways to reduce long hours and reform working organisations*

<http://coi.xtra.org.uk/iip/health/DTI-PracticalWaysToReduceLongHours.pdf>

EEF - *Work Organisation Assessment Questionnaire*

<http://coi.xtra.org.uk/iip/health/EEF-WorkOrganisationQuestionnaire.pdf>

Faculty of Public Health - *Creating a Healthy Workplace (Guide for practitioners & employers)*

<http://coi.xtra.org.uk/iip/health/FPH-CreatingHealthyWorkplaceHowTo.pdf>

Health & Safety Executive - *Tackling Stress: the Management Standards approach*

<http://coi.xtra.org.uk/iip/health/HSE-GuideToStressManagementStandards.pdf>

Health & Safety Executive - *Beacons of excellence in stress prevention*

<http://coi.xtra.org.uk/iip/health/HSE-StressBeaconsOfExcellenceReview.pdf>

MindOUT - *a practical guide to managing and supporting mental health in the workplace*

<http://coi.xtra.org.uk/iip/health/MindOUT-LineManagersResource.pdf>

Trades Unions Congress

Work Life Balance: [http://www.tuc.org.uk/work\\_life/index.cfm](http://www.tuc.org.uk/work_life/index.cfm)

Health & Safety: [http://www.tuc.org.uk/h\\_and\\_s/index.cfm](http://www.tuc.org.uk/h_and_s/index.cfm)

WorkSMART: <http://www.worksmart.org.uk/health>

The Work Foundation - *Employers and Work Life Balance*

<http://www.employersforwork-lifebalance.org.uk>

Working Families

<http://www.workingfamilies.org.uk>

BBC – health at work

[http://www.bbc.co.uk/health/healthy\\_living/health\\_at\\_work](http://www.bbc.co.uk/health/healthy_living/health_at_work)

British Heart Foundation – ThinkFit

<http://www.bhf.org.uk/thinkfit/>

Health, work & well-being: *caring for our future – resources published by the cross-government team delivery the strategy on health and wellbeing at work*

<http://www.health-and-work.gov.uk/tools.aspx>

The Ergonomics Society

<http://www.ergonomics.org.uk>

### ► **Areas of particular strength or effective practice – Investors in People and Health and Wellbeing at Work**

The following is a list of good practice characteristics or features found during the course of the site visits. These are recognised as being of good practice or exceeding the requirements of the Investors in People Standard: -

- A very strong commitment to the learning and development of all staff, through a comprehensive training programme provided for all staff across the organisation. This commitment is also reflected in the organisation's investment in dedicated training officers and a comprehensive NVQ programme.
- The encouragement given to care staff to complete their NVQ level 2 in Care, and, to progress to a level 3, where appropriate.
- Excellent development for those in management positions through the level 4 in management and other related training, such as that for appraisal and supervision.
- A commitment to ensuring effective communication processes through the newsletter, a range of meetings at different levels and the annual conference, which received a lot of compliments.

- Very robust induction processes for new staff, particularly those in care roles which is supported by shadow shifts to ensure new staff feel confident before they work on their own.
- Strong, supportive leadership and management across the organisation, which ensures that staff feel valued and supported for the contribution they are making to the company.
- The introduction of care worker forums and questionnaires in some of the offices.

▶ **Areas where development could be considered – Investors in People and Health and Wellbeing at Work**

These represent areas found during the course of the site visits where the organisation might consider improving. Actions are not necessary to meet the Standard: -

- Ensure staff are aware of the criteria for applying for a level 3 in Care as there appears to be differences in terms of access to this level across the organisation. If staff are not eligible, it is important to let them know why.
- Ensure there are regular meetings for care workers across all offices, so that staff feel they have an input into the plans and targets for their area and understand what Supporta Care is aiming to achieve overall.
- Consider having some brief notes from the meetings for all those who are unable to attend. This will stop rumours circulating about any issues that are discussed. The introduction of care worker forums and questionnaires is excellent and this should be rolled out to all offices if possible.
- Continue to ensure that all staff in care roles have a regular supervision with their line manager. It is also important to review the number of supervisions and, in some cases, appraisals, that some people are undertaking.
- It is important that those staff who are office based remember that, even when they are busy and under pressure, they must return care worker telephone calls. There were a number of comments from care workers that calls are not returned and that often office staff talk to them abruptly because they are under pressure themselves (health and wellbeing).
- Continue to monitor the workloads of office staff so that they do not feel under pressure and, in turn, make those in care roles feel under valued (health and wellbeing).

## Commercial in Confidence

- Ensure staff across all roles understand what learning and development is available to them beyond mandatory training, so that they feel they can have a meaningful appraisal discussion.
- Continue to develop the “local newsletter” as a key tool for care worker communication.
- Ensure those staff who are new and who undertake shadow shifts are teamed with a care worker who is willing to teach a new care worker and does not feel under pressure to do so.

▶ **Assessment Findings**

**PLANNING, STAFF ENGAGEMENT AND COMMUNICATION**

(This includes indicator 1 – developing business strategies and involving/communicating with staff )

*“We are growing all the time.”*

*“They are very good at letting you know what’s happening.”*

- Supporta Care has very robust planning processes in place that take account of the planned way forward for the organisation as a whole and the various regions and contracts.
- Its vision and purpose remain solidly rooted in ensuring quality in the delivery of care, whether it be domiciliary care, live-in or agency. The organisation has grown considerably since the last review, but it continues to have a strong belief in the importance of having well-trained and supported staff, especially those delivering front line services.
- Supporta Care aims to be an employer of choice, as senior management are very clear about the link between quality of care and well trained, motivated staff. As already indicated above, the organisation was therefore keen to obtain feedback on the perceptions of staff in relation to working for the company (see section on “Employer of Choice”).
- The overall business plan sets out the key objectives for the organisation and this is supported by regional plans and action plans at a local centre level.
- Across the organisation, the meeting structure at different levels of management provides the forum for staff at the appropriate level to understand and input into local plans and objectives. This is then translated into individual objectives and targets and standards of care.
- At a manager level, there is also the excellent annual conference, which is seen as an important event in which managers from across the organisation can get together and be involved in the plans and vision of the organisation.
- However, a large proportion of the staff are in care worker roles and their information and chance to be involved is either individually at supervision, or more appropriately, through care worker/team meetings. These vary in their regularity across the organisation and although care staff feel they do have a chance to give feedback and comment, this is an area which could be improved on, together with more use made of the excellent Supporta Care newsletter. Some offices are also planning to do their own dedicated newsletter, which is an excellent idea in term of providing more “local” information.

- There are some very good examples of care workers meetings taking place regularly, which, in addition, to giving staff an opportunity to feedback and be updated, also invite guest speakers to provide a training element.

## **LEARNING AND DEVELOPMENT ACROSS SUPPORTA CARE**

**(This includes indicators 2.3, 8.9 and 10) – see also “Employer of Choice” – planning learning and development and ensuring learning needs are met and applied to work roles).**

- To support the planning process and to ensure that Care Standards and contractual requirements are met, there is a very comprehensive staff training programme, in addition to any on-the-job development that is put in place.
- The commitment to develop staff and ensure they have on-going development and update training is exemplary and the organisation’s investment in this area is considerable. In fact it was one of the main reasons mentioned by staff, particularly those in care roles, as to why they choose to stay with Supporta Care.

***“The training is really on the ball.”***

***“It’s a really good company to work for.”***

- A national training manager and an excellent structure of local trainers for different regions, provide a wealth of training, delivered both locally and centrally. Training programmes are put in place to meet both the objectives of the organisation, its statutory duties and any particular service user needs, such as dementia awareness training.
- In addition to core training and updates, staff can also discuss any development needs during their appraisal or individual supervisions with their line manager.
- It is the regularity of the development offered to staff, supported by NVQs at different levels that staff commented on most, and it was a contributory factor to why they continued to work for Supporta Care.
- Staff also confirmed that they were contacted either by phone, letter or through their roster, to let them know when courses were being arranged. It was therefore evident that this was a process which, in general, is very robust and which provides carers with a clear development structure.
- Staff were very enthusiastic about the amount of learning and development they received from Supporta Care and many of the staff who had been taped over to the company or had worked for other similar organisations, compared the development opportunities they now receive very favourably.

- They were also very positive about the way the training was helping them and listed all the courses they had undertaken, such as POVA, infection control and manual handling, etc, and how these were used in their work as carers. There were also a lot of positive comments about being encouraged to undertake the NVQ level 2 in Care, with a number of examples of staff going on to do level 3 and level 4, where appropriate to a managerial role.
- Those with office based roles also stressed the development they had received which particularly focused on learning the procedures and systems. It was also felt that on-the-job training and support was usually the best way of learning the majority of these tasks.
- Care workers also emphasised the fact that, in addition to mandatory training, training in specialist areas such as dementia awareness, Huntington's disease and Parkinson's disease had been made available to them, if they had service users with these particular needs.
- Particularly noticeable was the fact that all new care staff, without exception, had nothing but praise for the rigorous induction they had received. This was evident across all the offices that were covered in the review. It was also noticeable that new staff, particularly those new to the care role, felt that they were given the opportunity to undertake shadow shifts, until they felt confident to go out on their own. No one felt they had been pushed to go out until they were ready.
- Those new to office based roles in general felt that their introduction into their new roles had been helpful. Most of the initial training had been carried out on-the-job with the support of other staff, together with training from the IT department, where needed. However, there were a few instances of where new staff had felt that other staff were often too busy to help them into their new area of responsibility and it is important that this is kept under review.

***“I was allowed to break into the job slowly with lots of training.”***

***“You’re never left on your own with problems.”***

***“It’s good because they don’t***

- As already discussed, the investment in staff learning and development across Supporta Care is considerable, whether it be in terms of financial input or time of both trainers and course participants and cover for care workers. The company is very good at ensuring staff are paid to attend training and meetings and that lack of cover does not hinder their attendance.

***“It’s also about counting the cost of not doing the training.”***

- The importance of this investment, however, continues to be fully understood by senior management, as it is recognised that it is through having a well-trained staff that the company is able to grow, gain new contracts, provide the quality of care of which it is proud, and meet Care Standards requirements.
- In addition, there is also an emphasis on continuous improvement to ensure that the way in which staff are managed and developed is kept under reviewed and improved, where necessary. This is also supported by audits and spot checks where areas for improvement/development are identified, for example the need to provide more and more dementia awareness training for staff, and in one office they are arranging for dual sensory impairment awareness to be delivered to all staff.

***"There have been lots of improvements."***

***"They're looking for improvements all the time."***

- Evaluations from training are shared at the training meetings, and areas are improved as a result. For example the content of the First Aid certificate has been revised.
- Other developments include having dedicated quality assurance staff to identify improvement areas and an overall review of all the policies and procedures.

***"The training I get here is the best I have ever had."***

***"The training on the computer was very good, as I was rubbish before."***

***"My manager always asks me if I need any training."***

## **EFFECTIVE LEADERSHIP AND MANAGEMENT**

**(This covers indicators 3, 4 and 5 – ensuring staff are supported and effectively managed and developed).**

***"If I have a problem they will always sort it out."***

***"They take good care of the carers."***

***"They always listen."***

***"They care about the carers and the service users."***

***"The support is good and you get your money on time."***

- The strong leadership from the top is very evident and the importance of effective leadership and management is clearly understood and reflected in the people management structure. The organisation recognises that the effective management and support that staff receive is key to delivering quality care and ensuring the organisation is meeting its targets.
- The importance of this support is key, given that many of the staff work remotely “out in the field” with service users and therefore the support is crucial.

***“Everyone is so approachable.”***

***“There is definitely an open door policy here.”***

***“It’s one of the best places I’ve worked for.”***

- Clear competences for managers also reinforce the performance management process and help managers to identify their areas for development. Key management capabilities include leadership and motivation, performance management, analytical thinking and strategic thinking, as well as financial awareness. Managers are therefore very aware of the capabilities they should be demonstrating and how these might be improved.
- There is a very strong emphasis across the organisation on the importance of effective performance management. This is reinforced through supervision, which in the majority of instances is very regular and which provides an opportunity for staff to discuss progress and performance and any problems or concerns that may have arisen.
- Those staff with line management responsibilities recognise the important role that supervision plays in the delivery of quality care, and ensure that this regular support is there. The Assessor was impressed by the emphasis on supervision, but felt that in some instances, the organisation might wish to review the number of staff that some people have to supervise.
- In addition to individual supervision/one-to-ones, there were also examples of group supervision in some offices, although this did not appear to be consistent across Supporta Care
- Managers at all levels are very aware of their responsibilities in relation to people management and do understand what is expected of them in relation to supporting staff, particularly those in care roles who are working alone in the community.

***“There’s good teamwork and we all pull together when things are difficult.”***

- As the following section highlights, one of the reasons staff enjoy working for Supporta Care is because of the support and development they feel they get from the company, which is actually translated into the support they receive

from their local office and their individual line manager. Although there were a few negative comments about the interpersonal skills of a few managers, in general, staff from a variety of roles felt that they could expect good support and development from those people in management roles.

- Again, apart from a very few examples, staff receive regular supervision, and constructive feedback on how they are performing in their particular role. This is supported by an annual appraisal that appears to be occurring regularly across the company. The only comment the Assessor would make on this point, is the number of appraisals that some managers are undertaking, where they don't seem to be able to delegate some of this process to other staff.

***“We are not here to stifle individual uniqueness.”***

- Those in management roles are also encouraged to undertake management development to support these responsibilities. This usually focused on the NVQ level 4 management/registered managers' award, and any other specific development such as undertaking supervision and appraisals. In addition, there is also a strong emphasis on succession planning within management, which is linked to performance management and the competency process.

***“You can always talk to your manager.”***

***“They go out of their way to help.”***

***“They're a brilliant company to work for.”***

***“I really love this organisation.”***

***“The support is so good here.”***

## **EMPLOYER OF CHOICE**

**(This also covers indicators 5, 6 and 7 – effective support and management, feeling valued as a member of Supporta Care and being empowered to make decisions, give feedback)**

***“If you had to say why they are a good company to work for, it would be because of the training, they help you to progress, they are good if you have a family, and everyone is very friendly.”***

***“I stay because I love the people I work with in the team and my service users.”***

***“Saying thank you is really important.”***

- Staff are very positive about working for Supporta Care and many of them have worked for the organisation for a long time and have either started with

Quality Care, or have more recently been with smaller care organisations that have been acquired by Supporta Care.

***“It’s a big change coming over to work for a PLC, but it’s good, and you get a feeling of security.”***

- In general, those who have been moved over during the last couple of years are very complimentary about the company for which they are now working. The encouragement to progress and the whole training programme offer, is the key reason that staff like working with Supporta Care, often comparing it very favourably with previous organisations.
- One of the most quoted reasons for working for Supporta Care was enjoyment of the work and the fact that support is readily available from managers at all levels. This, together with the appreciation that staff felt they received, results in a workforce who, in general, feel valued and well supported.
- Although, in some instances, staff felt there could be more recognition of care staff from those working in the office, in general, care workers did feel that both their own line manager and their own service users did appreciate the work they were doing. In fact, many of the care workers stated that they stayed particularly because of their own clients who relied on them.

***“The support you get is very good.”***

- Many of the carers also quoted the letters of thanks that they received when they struggle into work in the recent snow. This was clearly highly valued by these staff, as it made them feel their efforts had not gone unrecognised. In addition, a number of the care workers emphasised that they were always thanked if they had helped out and had taken on cover.
- People also emphasised the teamworking spirit that existed in many of the offices and between care staff, and stressed that people pulled together to help each other out when needed.
- In addition, there were frequent comments about the flexibility of the work and the understanding from managers if staff needed to change shifts because of personal/family issues.
- As with anything, staff, most particularly those in care roles, gave examples of where they felt improvements could be made and these are discussed in the areas for consideration at the beginning of this report. However, this feedback was often around procedural issues, such as holidays and pay, rather than effective management and development.
- There is also a Carer of the Month scheme that recognises the work of those in this important role and for which there is public recognition and a voucher.

In addition, there is also a financial reward for achieving levels 2 and 3 in Care.

***“They do trust us to get on with the job.”***

***“They will listen and act on your ideas.”***

- The empowerment of staff also impacts on their wellbeing, in that they feel they are being encouraged to take responsibility for decisions within their work, and become involved in any decision-making that might affect them or their team members.
- Care workers, in particular, felt that they were empowered to take responsibility to make decisions while on visits, but also emphasised that the support was always there if they needed it.
- Managers also understood the importance of involving their staff if any decisions were to be made that might affect them, and emphasised the value of staff feedback and input. This was particularly welcome at care worker meetings, but staff generally, also felt that the culture of the company was one where you could give suggestions for improvement at any point, and that, for the most part, managers would listen and welcome it.

***“You can make suggestions at the meetings and there’s a suggestion box.”***

***“I think Supporta Care is really good for training and that’s why I stay with them.”***

***“They’re good at encouraging you to progress.”***

***“You can always say if there is a problem***

***“They are good at highlighting the good things and your achievements.”***

***“I love working here because I love my clients.”***

***“I get thank yous all the time.”***

***“They sent a thank you letter when we went to work in the snow.”***

***“They say thank you if you help them out.”***

***“I enjoy the challenges as my role has grown and developed.”***

**THE HEALTH AND WELLBEING OF STAFF AT WORK (additional areas covered by the new pilot framework - this does not impact on the outcomes for the Investors in People review, but is purely a diagnostic assessment).**

***This looks at whether the organisation has assessed the health and wellbeing needs of staff and has a strategy to address any issues to improve business performance. Managers should be clear about the health and wellbeing needs of their team and how they are going to address these. People should also be clear how the organisation supports health and wellbeing.***

***It is important to note that health and wellbeing at work covers all related areas including health and safety, emotional/mental well being, physical well being and environmental well being. For example, if staff feel valued, this can improve motivation and provide a “feel good factor” which in turn can impact on the wellbeing of staff.***

- As an employer, maintaining a healthy workforce makes good business sense. Investing in the health and wellbeing (in all aspects) provides a return in terms of attendance, productivity, staff retention and recruitment costs, as well as boosting morale and enhancing the organisation’s reputation as an employer of choice.
- In terms of general wellbeing, as the previous section demonstrates, staff do feel valued and appreciated, which is particularly important for care staff as they are working “at the coal face”, generally on their own. Although, some areas for improvement around communication to and from care workers was raised (see also “areas for continuous improvement.”), it was evident that care workers, in particular, really enjoy their work and take pride in the care they provide for their service users.
- Again, as previous highlighted, praise and letters of thanks are really important to staff, and in the few instances where this is not happening, the difference in staff morale is noticeable.
- The emphasis on training and supporting development and promotion are also key motivators and generally impact on the way staff feel about the organisation. Certainly, there were a number of examples of where staff had been encouraged and supported to progress from a care worker role to a variety of management levels.
- Currently there is no evident planned approach to the health and wellbeing of staff, in the sense that Supporta Care does not appear to have looked at what specific areas it wants to improve/have an impact on and what particular measures it will put in place to support these. However, its aim is to be an employer of choice and attract/retain staff, and, currently, the main way in which it is doing this is through offering training and supervision/support and

a certain amount of flexibility around hours/shifts. However, there were some comments that staff were often made to feel guilty if they did not take on extra shifts or cover, because they had other commitments.

- Although, a number of staff commented on the fact that areas of the work could sometimes be stressful and challenging, it was felt that, in general, staff were listened to and given support. There were also a number of positive comments made about line managers being aware of staff workloads and ensuring they were monitored. However, there were also a number of comments from office based staff feeling they were under a lot of pressure and therefore were not always able to return calls quickly to care staff and have time to listen on the phone.
- This is particularly important for staff working in palliative care who did not always have someone they could go/talk to as there is no one in a staff welfare/counselling type role.
- However, the health and safety of staff and service users is very much at the forefront and much of initial and on-going training focuses on this. In addition, there are audits across the organisation to ensure this is complied with and that the safety of staff and service users is maintained.
- Line managers are generally aware of the wellbeing of their staff and their responsibilities in relation to this. Again, this focuses particularly on health and safety and mandatory training, although they are also generally aware of the importance of providing regular supervision and an opportunity for staff to feedback any concerns, etc.
- Although, in general, staff felt that the organisation did care about their health and wellbeing, it was felt that this was not said explicitly or highlighted as an organisational commitment at any point, neither was it mentioned during the induction of new staff.
- Staff were not aware of any particular emphasis on the health and wellbeing of the staff, or any initiatives to support it, although some people quoted the following additional examples: risk assessment of pregnant care workers, being supportive if staff have family/personal issues and providing back to work interviews.
- As there are no specific strategic objectives/plan for ensuring the health and wellbeing of staff, there is no particular evaluation of whether any of the above actions described in this section are having an impact on staff wellbeing, although it is acknowledged that staff retention is good.

***“They are very good if you’ve got family problems”***

***“I can choose my shifts, which really helps.”***

***“You can ask any questions if you’ve got a problem or are not sure what to do.”***

- A more planned approach to staff health and wellbeing in all its senses will enable the organisation to look at what it is currently doing to ensure/improve staff health and wellbeing and whether these strategies are having a the desired impact. The health and wellbeing of staff is becoming more and more of an issue with people and employers and it is important that the organisation continues to monitor its commitment to this and what strategies/activities it has in place to support it.

► **Recommendation and Next Steps**

Having carried out the assessment process in accordance with the guidelines provided for Assessors by Investors in People UK, The Assessor is totally satisfied that Supporta Care continues to meet the requirements of the Investors in People National Standard.

Subject to the Recognition Panel endorsing the Assessor's recommendation, the Investors in People recognition is granted indefinitely, with a proviso that reviews take place no greater than 3 years apart. The organisation should discuss the timing of the first review with the Adviser, if appropriate

Signed: *Kate Baker*

Assessor: Kate Baker

Date 30<sup>th</sup> March 2009

► **Options for your next Review**

**Investors in People Profile**

Investors in People Profile is an optional service for organisations where, instead of a conventional post recognition review or assessment, organisations can choose to be measured against the Standard and compare their performance with other Investor in People organisations. In addition to all of the usual benefits of Investor in People Recognition, a Profile Review will give clear guidelines for continuous development, provide an in depth look at your strengths and weaknesses and highlight areas of good practice. Profile is a premium product and the assessment requires a higher financial investment.

**Internal Review**

Internal Review is a flexible review option available to all Investor in People organisations. It was introduced because recognised organisations identified that they wanted more involvement and ownership of their post recognition reviews. Internal Review works on selected principles of quality assured self-assessment and must be conducted with the full involvement of CQL. We develop your people to a nationally approved standard, providing you with an internal resource to enable you to monitor your own performance, target your resources appropriately and participate more fully in the review process.

 **Investors in People Interactive**

This free online support tool is designed to guide you through development activities and help you maintain the benefits of using Investors in People as an organisational development tool.


Obtain an on-going understanding of your organisation's current strengths and development areas by using the tool's diagnostic function which is built around 5 management practices which relate directly to the Investors in People indicators

You can also review and update your progress within the tool and access a wide range of downloads, good practice tips, templates and other resources to inspire and inform - no matter where you are on your Investors in People journey [www.investorsinpeople.co.uk/interactive](http://www.investorsinpeople.co.uk/interactive)

**Promoting continuous improvement**

CQL offers an integrated advice and assessment support service, as well as workshops, surgeries and networking events to promote continuous improvement and maximize the benefits of working with the Standard. Details of the support available to you can be found on: -

Internet:  [www.cqlgroup.co.uk](http://www.cqlgroup.co.uk)

Telephone:  **0207 016 1925**

Email:  [info@cqlgroup.co.uk](mailto:info@cqlgroup.co.uk)