

Commercial in Confidence



INVESTORS IN PEOPLE



ASSESSMENT REPORT

FOR

SEVACARE (UK) LIMITED

Assessor:

Pauline Price

Date:

5th to 11th & 13th May 2009

WMQC

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THE ORGANISATION

Sevacare (UK) Ltd. Is now one of the foremost providers of domiciliary care in England with a network of branches from the North of England to the South.

"Our focus is entirely on enabling people with illness, infirmity or disability to live as independently as possible in their own homes, enabling them to maintain and improve their quality of life".

Sevacare aims to provide a value for money service that is focussed on and responsive to the specific and individual needs and preferences of their customers and service users.

There is also great focus on building the skills of the workforce to achieve the aim to provide the highest achievable quality of care and service delivery. *"We recognise that to do this we need to employ a professional workforce and provide continuous professional development opportunities to ensure that they have the skills necessary to meet the need of our service users"*

OUTCOME

Having concluded that the Standard is met, the Assessor confirms that WMQC continues to recognise Sevacare as an Investor in People.

Provisional date for next visit – 13th May 2010. It is considered good practice for the assessor to maintain regular contact with the organisation. This visit will be a 'maintenance visit' with the Management/Team to discuss progress.

Additional Objective:

At the planning meeting we discussed additional objectives these are detailed below and are to add value to you over and above assessing against the Investors in People Standard:

- Ø To give feedback on the appropriate aspects of the Investors in People Standard that relate to your organisational priorities.
- Ø The site at Bradford has only been in operation for six months having won a contract from another care organisation. The majority of the staff could choose to TUPE across to Sevacare and the management would appreciate some feedback from this site in terms of the effective management of change, systems and processes & general comparison.

Due to the excellent good practice in place, the Bradford site although still in a settling in state, has readily adopted all of the practices, processes & procedures, in line with the rest of Sevacare thus meeting the requirements of the Investors in People Standard.

Although concerned when they first heard they would be transferring to another company, these fears were quickly allayed following *"a big meeting to introduce us to Sevacare"*

Staff interviewed are delighted with the working conditions they now enjoy & commented *"We now get mileage, something we did not get with our previous employer. We get our uniform provided whereas before we were given with just one but had to buy extra ones. We are provided with a mobile phone, just for the job, but it makes life so much easier!"*

Some of those interviewed explained how they were transferred on TUPE, but immediately asked to be employed by Sevacare. Some had transferred to another care organisation (24/7) but felt very unhappy & applied for a position with Sevacare as soon as they could.

"I used to pop in here & was so upset I was not working here with the others! When I got a job here I felt as though I had come home"

The support given from HQ was commented upon. *"Recruitment is dealt with which is a huge bonus. Induction is all planned so we just then need to give a local induction. I just could not believe the support I have been given since the transfer, it has been second to none!"*

One or two would appreciate more notice for their work schedule, but during the discussion it became apparent that being new, was probably not fully aware of the process of informing the office of work availability preference. Perhaps a reminder to those who are newest members of staff. *(one thought he had to work 3 weekends out of 4)*

STRENGTHS AND GOOD PRACTICE

- Clear direction and leadership from the Chairman, CEO and Directors (Senior Management Team)
- The Sevacare brochure clearly sets out the Aims & Objectives of the organisation
- The 2009-2011 Strategic Plan reflects on *'where are we now'* followed by a SWOT analysis to inform of future direction, with clear priorities and Goals.
- Focus on development and improvement evident across the company recognising the skills and capabilities of each member of staff. Most staff have either gained or working towards an NVQ qualification.
- The rigour of ensuring mandatory training is renewed when due such as moving & handling, fire safety, first aid, infection prevention & control and medication and healthcare.
- In-house training department and accredited NVQ centre with a training room at each site. It was quite apparent that the training at induction varied in duration & tailored to each & every individual. Staff are only signed off when a prescribed competency level has been reached.
- A comprehensive induction process covering everything from understanding the principles of care, the role of the organisation and mandatory training and development. In addition the personal portfolio provided to every member of staff informing them of company policy. *"The pack they gave us is so easy to follow, they have kept it so simple and easy to read"*
- Excellent communication – There is a plethora of communication to keep all staff informed and crucially home support assistants who are not office based. The strength & favoured approach is by word of mouth, memo's when required, staff meetings, group meetings, managers meetings & informal daily chats.
- The monthly report submitted on training, induction figures, finance across all sites ensure the Directors are kept informed of progress and suggested changes to e.g. the induction or specific training approach.
- The daily report from Directors to the CEO, Chairman & fellow Directors to keep informed.
- The training programme 2008 -2009 is comprehensive covering all aspects of training delivery, courses on offer such as specialised training and senior staff training.
- The ethos of the company has lead to a positive, supportive and inclusive working environment, with a clear focus on improving customer service.
- Staff feel valued and empowered to achieve results. *"I am trusted to get on with my job but have always got that support behind me"*. The high level of praise given to staff is commendable resulting in a culture that is positive & caring.
- The flexibility given for fitting in working hours with family/personal commitments reflects the ethos of Work Life Balance. People genuinely believe that a benefit is twofold *"its give & take so we don't mind helping out if needed because they do right by us, they are a good employer, the best"*
- Development for Branch Managers and they are appreciative of the knowledge and skills obtained to enable them to be more effective in their role.
- Ensuring people feel valued. Mutual respect and loyalty were apparent. *"We are like one big happy family here"* was echoed at every site I visited!

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- The values for service users “individuality and identity, rights, choices, privacy, independence, dignity, respect and partnership” which everyone was able to articulate.
- Policies and procedures to guide staff in their role ensuring the health & safety of all such as health & safety policy, accident reporting policy, whistle blowing policy & how to cope in an emergency.
- Building a culture of coaching and mentoring is apparent; the Directors input valuable time of their own and encourage their managers to do likewise.
- There is a very strong belief that all people in the organisation have the potential to develop. This philosophy is clearly driven from the top and contributes to the positive atmosphere of the company.

CONTINUOUS IMPROVEMENT

- Now that you have a Strategic Plan in place, the relevant parts could be transferred to a Business Plan & used as a working document. Consider involvement of both Directors and Branch Managers and give them greater opportunity to contribute their ideas to the Business Plan – this will make them more aware of all aspects of the company and not just their own area of responsibility.
- Also to include both in the Strategic Plan & the Business Plan – Training & Development *supported by a strategy for improving its performance (as per Indicator 1.1)*
- All staff are fully aware of their own job role, how they contribute to the success of the organisation but to a lesser extent to the ‘bigger picture’. Consider a bridged version of the Business Plan to share with staff.
- Recruiting the right person for the job is a crucial element for Sevacare - Although provided with a high level of support, the recruitment team appear somewhat understaffed and should further contracts be won or acquisitions take place in the near future – this could put a lot of strain on this section of the business.
- Communication is excellent & confirmed by all that communication ‘is Ravi!’ Consider formalising a communication process from CEO, core brief cascade to all staff – should Ravi ever decide to ‘take a back’ seat in the company.
- Ensure that all Appraisals/Supervisions are completed at the Bradford branch and staff meetings implemented. It is appreciated that this site is still in a state of settling in, having only opened 6 months ago and taken on 3 large contracts.
- Consider developing a Leadership Charter – this could state what the role of the SMT is and what is expected of line managers for new and existing staff.
- Consider using a 360 degree approach for Managers at appraisal time
- Do make the most of people talents and give extra responsibility where possible to enrich their job role. This could be discussed at appraisal. Also greater transparency about who can be developed to the next step of team leader/senior carer
- Consider using the Investors in People framework as a tool for stretch beyond Level 1 (see Appendix 3)

I would like to thank everyone for their hospitality, co-operation and enthusiasm
Sevacare was a delight to work with.

ACTIVITIES THAT CURRENTLY EXCEED LEVEL 1 OF THE STANDARD

The assessor identified the following activities that should encourage the Senior Management Team:

“The organisation has a clear set of core values that supports its purpose & vision”

“Continuous learning is at the heart of the organisation”.

“Knowledge and learning is shared across the organisation”.

“People’s career prospects have improved as a result of their learning and development and the way they are managed”.

“Social responsibility is taken into account and at the heart of the organisation”

Pauline Price

Investors in People Assessor

Date 14^h May 2009

ASSESSMENT FRAMEWORK

STRATEGIC OBJECTIVE	OUTCOME	INDICATORS
<p>To achieve sustained growth and profitability through the provision of high quality services that exceed the reasonable expectations of our customers and service users. To retain and expand the volume and range of services provided.</p>	<p>There is a very strong ethos of whole team working and valuing peoples' contribution, by the Directors, Management Team, and by colleagues throughout the company. People really do believe that they can make a difference regardless of what job role they hold. The core Aims & Objectives are communicated to everyone, through the induction, supervision, appraisal, memos and during regular meetings.</p> <p>Greater participation in the forth coming planning process would ensure that all staff are aware of objectives appropriate to their roles and how these link to the overall company plan/priorities. Individual objectives are reinforced for all staff through the use of the appraisal process.</p> <p>Formal feedback is given at supervision and appraisal which looks at progress and further development needs.</p> <p>People in all roles are involved in decision making, for example; in contributing to processes. <i>"We have branch managers meetings regularly and as a result of discussion often come up with a better way of doing things" "no idea is stupid"</i></p> <p>Sevacare has a number of processes that allow for the exchange of ideas and questions. These include informal daily chats, weekly staff meetings, supervision, and appraisals.</p> <p>In addition, the open style of management and excellent levels of communication that exist within the organisation nurture involvement at all levels.</p> <p>Staff feel valued and one means of recognition for all their effort is that Ravi will pay for example a party at Christmas when staff can invite partners or family. The home support assistants at Haringey particularly expressed their gratitude, they thought it was <i>"absolutely marvellous"</i>. It was apparent that this ethos is shared by Branch Managers <i>"they deserve it, those people make it happen"</i></p>	<p>Indicator 1 – vision & purpose strategy. Involving people. Indicator 2 – plans & resources. Indicator 3 – encouraging contribution Indicator 7 – participation in decision making Effectiveness of managers – Indicator 4&5</p>

<p>To improve the proportion of staff and managers with a nationally recognised qualification in care related discipline or subject.</p> <p>To improve the starter/retention rate of staff as the focus is very much on building skills for the workforce.</p>	<p>Learning and development is a crucial element of the planning process and is broadly identified within the Strategic Plan, Company Brochure and further enhanced through Supervision, the Appraisal process and the maintaining of the skills <i>matrices</i> for all staff on the new computer programme Cold Harbour.</p> <p><i>“our system will not allow us to allocate a carer if she has not got the skills to do the job!”</i></p> <p>Learning & development is delivered via internal training days, external courses, NVQ qualification at level 2 & 3 in Care, NVQ level 4 in Care management, A1 & A2 assessor awards and more recently LDQ level 2 & 3 following accreditation last year through City & Guilds, and by general sharing and cascade of good practice between staff.</p> <p>Managers are quite clear of their role & responsibilities as a manager of staff, from job description, NVQ Level 4, their appraisal & branch managers meetings whereby good practice is shared.</p> <p><i>“We are expected to have good listening skills, be not judgemental or biased, have the knowledge & skills which is acquired over several years of experience, be firm but fair, keep people informed and delegate wherever possible responsibility to others for example the care coordinators”</i></p> <p>People were able to articulate in their own words what is expected of their manager - such as a good communicator; supportive, approachability, mentoring skills, treating people with respect, supporting staff development, feedback and encouragement etc</p> <p><i>“They listen to you, they are always there to support you & give you back up” “they trust us” “they are solid!”</i></p> <p><i>“They do spot checks but it is not only to check we are doing our jobs properly but to give us advice too. My back kept hurting and she observed me moving a service user & told me how I could do it a different way & better – I have not had the problem since!”</i></p> <p><i>“His/her door is always open, I know I can go to him/her at any time”</i></p> <p>New staff confirmed that they had been well supported by their manager and colleagues, via shadowing, discussions, supervision and active support. They felt that they had been able to quickly settle into their roles and become part of the overall team, with appropriate training and development input.</p> <p>The induction process is very comprehensive and has been</p>	<p>Learning & development is planned. People learn & develop effectively</p> <ul style="list-style-type: none"> - Indicators 2,8 <p>Improvements in how people are managed – Indicators 9,10</p> <p>Peoples contribution is recognised - Indicator 6</p> <p>Effectiveness of managers – Indicator 4&5</p>
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	<p>reviewed in light of feedback from new staff that it was just “too much too soon”</p> <p>Most of the training is delivered in house and some staff were most complimentary about the trainer/s. It was quite apparent that if it took some people longer to grasp how to do a task effectively, they were not deemed competent until they had.</p> <p><i>“He was ever so good with me, ever so patient, kept saying no, do it this way & you will find you can do it much easier”.</i></p> <p>Opportunity for promotion is encouraged wherever possible rather than bringing people in. A Director informed me of how she first joined as a part time carer herself & over the years progressed to team leader, sector manager, and branch manager to Director.</p> <p>Due to the potential of some staff but unfortunately no current position available. Some carers are being trained to a senior carer’s position and giving them the chance to learn the skills required slowly. Thus a bank of trained staff should they be required in the future whilst enhancing existing job role/satisfaction.</p> <p>Sevacare constantly strives to ensure that staff are fully skilled & also aware of bad practice. Many staff spoke about the Panorama programme showing the care sector in a bad light. As a mandatory requirement all staff watched the programme in a training session with a discussion to follow allowing everyone to contribute their views.</p>	
<p>To be recognised as a national provider of quality care services</p>	<p>Sevacare received a very good CSCi report at their last audit in 2008 with 2 ‘good’</p> <p>Because they cross over several borders, are monitored by several Boroughs (Local authority inspections)</p> <p>Audits conducted by City & Guild as an accredited NVQ centre</p> <p>CSCi demand that by 2010 50% of staff will have nationally recognised qualifications, Sevacare are much higher than the average with around 68/70% achieved or working towards</p> <p>One of the home support assistants in Haringey was nominated to enter a prestigious Ceretas National Home Care Awards and got to the finals. She was extremely proud to represent Sevacare and enjoyed a most grand event at a Hotel in London.</p>	<p>Indicator 1 – vision & purpose strategy. Involving people.</p> <p>Indicator 2 – plans & resources</p> <p>Learning & development is planned. People learn & develop effectively - Indicators 2,8</p> <p>Indicator 9 Top Managers can quantify how learning & development has improved the performance of the organisation.</p>

CONTINUOUS IMPROVEMENT ACTION PLAN

Strategic Objective	Link to IIP Standard	Suggested Development	By whom	By When	Progress/ Outcome
Continuous Improvement	(see Annex 3) Level 2/3	Consider exploring more aspects of the Investors in People broader framework at the next three-year review. Such as Social Responsibility as this is taken into account with the nature of the service delivered to service users.			
Leadership & Management	Indicators 4 and 5 Level 2/3	To assist in future development the Middle Managers Team may wish to use the Investors in People 'Business Scoping Tool', which is available on the web site. Areas that may be beneficial could be - strategic leadership and succession planning. Consider developing clearly defined competences and capabilities for the Middle Managers Team. A charter for the SLT and Middle Managers Team outlining 'the aims of the role of a Manager in Sevacare'.			
Evaluating Effectiveness of Managers	Indicators 4,5 and 10 Level 2/3/4	Consider stretch by formally evaluating the effectiveness of Managers. This could be done by 360 degree appraisal or gathering feedback from staff and colleagues. Consider succession planning to ensure you have the required pool of skills should staff leave, move on or retire.			

Appendix 1 – Evidence Matrix

The Evidence Requirements assessed are as follows:

Level	ER	Indicator									
		1	2	3	4	5	6	7	8	9	10
1	1	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü
	2	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü
	3	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü
	4	ü	ü	ü		ü				ü	
	5	ü		ü						ü	
	6	ü									

2/3	1										
	2										
	3										
	4										
	5										
	6										
	7										
	8										
	9										
	10										
	11										
	12										
	13										
	14										
	15										

4	1									
	2									
	3									
	4									
	5									
	6									
	7									
	8									
	9									

Key:

ü	Evidence Requirement Met
x	Further Evidence Required

Levels

Indicator	1	2	3	4	5	6	7	8	9	10
Level	1	1	1	1	1	1	1	1	1	1

Appendix 2 - Framework Evidence Requirements
Investors in People Framework
Level 1

Indicator 1	<ol style="list-style-type: none"> 1 Top managers make sure the organisation has a clear purpose and vision supported by a strategy for improving its performance. 2 Top managers make sure the organisation has a business plan with measurable performance objectives. 3 Top managers make sure there are constructive relationships with representative groups (where they exist) and the groups are consulted when developing the organisation's business plan. 4 Managers can describe how they involve people when developing the organisation's business plan and when agreeing team and individual objectives. 5 People who are members of representative groups can confirm that top managers make sure there are constructive relationships with the groups and they are consulted when developing the organisation's business plan. 6 People can explain the objectives of their team and the organisation at a level that is appropriate to their role, and can describe how they are expected to contribute to developing and achieving them.
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Indicator 2	<ol style="list-style-type: none"> 1 Top managers can explain the organisation's learning and development needs, the plans and resources in place to meet them, how these link to achieving specific objectives and how the impact will be evaluated. 2 Managers can explain team learning and development needs, the activities planned to meet them, how these link to achieving specific team objectives and how the impact will be evaluated 3 People can describe how they are involved in identifying their learning and development needs and the activities planned to meet them. 4 People can explain what their learning and development activities should achieve for them, their team and the organisation.
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Indicator 3	<ol style="list-style-type: none"> 1 Top managers can describe strategies they have in place to create an environment where everyone is encouraged to contribute ideas to improve their own and other people's performance. 2 Top managers recognise the different needs of people and can describe strategies they have in place to make sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for people to learn and develop which will improve their performance. 3 Managers recognise the different needs of people and can describe how they make sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for people to learn and develop which will improve their performance. 4 People believe managers are genuinely committed to making sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for them to learn and develop which will improve their performance. 5 People can give examples of how they have been encouraged to contribute ideas to improve their own and other people's performance.
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Indicator 4	<ol style="list-style-type: none"> 1 Top managers can describe the knowledge, skills and behaviours managers need to lead, manage and develop people effectively, and the plans they have in place to make sure managers have these capabilities. 2 Managers can describe the knowledge, skills and behaviours they need to lead, manage and develop people effectively. 3 People can describe what their manager should be doing to lead, manage and develop them effectively.
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Indicator 5	<ol style="list-style-type: none"> 1 Managers can explain how they are effective in leading, managing and developing people. 2 Managers can give examples of how they give people constructive feedback on their performance regularly and when appropriate. 3 People can explain how their managers are effective in leading, managing and developing them. 4 People can give examples of how they receive constructive feedback on their performance regularly and when appropriate.
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Indicator 6	<ol style="list-style-type: none"> 1 Managers can give examples of how they recognise and value people's individual contribution to the organisation. 2 People can describe how they contribute to the organisation and believe they make a positive difference to its performance. 3 People can describe how their contribution to the organisation is recognised and valued.
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Indicator 7	<ol style="list-style-type: none"> 1 Managers can describe how they promote a sense of ownership and responsibility by encouraging people to be involved in decision-making, both individually and through representative groups, where they exist. 2 People can describe how they are encouraged to be involved in decision-making that affects the performance of individuals, teams and the organisation, at a level that is appropriate to their role. 3 People can describe how they are encouraged to take ownership and responsibility for decisions that affect the performance of individuals, teams and the organisation, at a level that is appropriate to their role.
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Indicator 8	<ol style="list-style-type: none"> 1 Managers can describe how they make sure people's learning and development needs are met. 2 People can describe how their learning and development needs have been met, what they have learnt and how they have applied this in their role. 3 People who are new to the organisation, and those new to a role, can describe how their induction has helped them to perform effectively.
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Indicator 9	<ol style="list-style-type: none"> 1 Top managers can describe the organisation's overall investment of time, money and resources in learning and development. 2 Top managers can explain, and quantify where appropriate, how learning and development has improved the performance of the organisation. 3 Top managers can describe how the evaluation of their investment in people is used to develop their strategy for improving the performance of the organisation. 4 Managers can give examples of how learning and development has improved the performance of their team and the organisation. 5 People can give examples of how learning and development has improved their performance, the performance of their team and that of the organisation.
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Indicator 10	<ol style="list-style-type: none"> 1 Top managers can give examples of how the evaluation of their investment in people has resulted in improvements in the organisation's strategy for managing and developing people. 2 Managers can give examples of improvements they have made to the way they manage and develop people. 3 People can give examples of improvements that have been made to the way the organisation manages and develops its people.
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Appendix 3 - Development Topics

	INDICATORS									
	1	2	3	4	5	6	7	8	9	10
	BUSINESS STRATEGY	STRATEGY FOR MANAGING AND DEVELOPING PEOPLE		DEVELOPING EFFECTIVE LEADERSHIP AND MANAGEMENT		VALUING PEOPLE	OWNERSHIP & RESPONSIBILITY	EFFECTIVE LEARNING	CONTINUOUS IMPROVEMENT	
LEVEL 2/3	<p>Clear core values</p> <p>Use of KPIs</p> <p>Social responsibility is taken into account</p> <p>People and stakeholders involved in developing strategy</p>	<p>Learning and development strategy to build capability</p> <p>Innovation and flexibility in developing people</p> <p>Plans take account of learning styles</p> <p>People engaged in decisions about own learning</p>	<p>Recruitment & selection</p> <p>Equality and diversity</p> <p>Work life balance</p> <p>Constructive feedback is valued</p> <p>Structure makes the most of people's talents</p>	<p>Defined L&M capabilities for now and the future</p> <p>Review and support managers to acquire capabilities</p>	<p>Top managers as role models</p> <p>Coaching used to help people achieve potential</p> <p>Plan and develop people's careers</p>	<p>Reward and recognition strategies</p> <p>Rep groups involved in developing reward strategies</p> <p>Understanding what motivates people</p> <p>Success is celebrated</p>	<p>Effective consultation</p> <p>Support and trust people to make decisions</p> <p>Sharing knowledge and information</p>	<p>Effective use of internal and external resources</p> <p>Learning is an everyday activity</p> <p>Innovation and flexibility of approach</p> <p>Opportunity for people to achieve full potential</p>	<p>Contribution of people strategies is measured and evaluated</p> <p>Impact on KPIs can be described</p>	<p>Self review is used</p> <p>Information from external review is used</p> <p>Effective feedback methods are used to understand people's views of how they are managed</p>
LEVEL 4	<p>Core values are at the heart of strategy</p> <p>Social responsibility is at heart of culture</p>	<p>A culture of continuous learning</p>	<p>Recruitment ensures a diverse, talented workforce</p> <p>Diversity links to business strategy</p> <p>Work life balance links to business strategy</p>	<p>L&M strategy links to business strategy and takes account of external good practice</p> <p>Everyone encouraged to develop leadership capabilities</p>	<p>Top managers as inspirational leaders</p> <p>Coaching is part of the culture</p> <p>Culture of openness and trust</p>	<p>Reward and recognition strategy externally benchmarked</p> <p>Benefits strategy beyond legal requirements</p>	<p>Consultation and involvement is part of culture</p> <p>A culture of continuous improvement</p> <p>People can challenge the way things work</p> <p>Pride</p>	<p>All learning is valued</p> <p>Mentoring is used</p> <p>Support for personal development</p>	<p>Flexible and effective approaches to measuring return on investment</p> <p>Return on investment in people is reported to stakeholders</p>	<p>Internal and external benchmarking is used</p> <p>People's views of how they are managed improves</p> <p>People believe it's a great place to work</p>