



2010 Rotherham

INVESTORS IN PEOPLE FEEDBACK REPORT

Returning to the Standard Review

COMMERCIAL IN CONFIDENCE

Assessor: Philippa White
Date: 1 December 2009

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Introduction

The organisation was originally recognised as an Investor in People in November 2005 and was due for review in November 2008 due to numerous changes and the planned Audit Commission Inspection taking place in the organisation a three month extension was granted. The assessment was then planned to take place in February 2009. Although the initial meeting was able to take place in February due to illness the on site assessment had to be planned for April.

In the period since the initial recognition the organisation has experienced significant changes, the services delivered have remained constant however management personnel has changed constantly. In three years five different Chief Executives have headed the organisation. Two of who were interims. During the last review the major concern for the then Chief Executive was to improve performance and gain an improved Audit Commission Inspection result after the last inspection resulted in Level 2 with uncertain prospects.

During the tenure of the Interim Chief Executive the whole management structure was changed and completed under the last Chief Executive just after the IIP Assessment. All existing Directors, Assistants and Senior Managers were offered the opportunity to attend Management Assessment Centres to be considered for the management roles. A number of Directors and assistants chose to take redundancy rather than attend the Centres. Unsuccessful candidates were also offered redundancy or more junior management positions. For a number of management roles where specialisms are required the Managers were assimilated into the roles. However these Managers also attended Assessment Centres and Individual Development Plans were created.

During this period of uncertainty morale was affected people were worried about the future of the organisation and during the restructure some teams and individuals were not clear as to who was their manager. The Chief Executive resigned recently and another Interim Chief Executive has been recruited whilst the organisation searches for a new Chief Executive to take the organisation through the contract with RMBC that is due for renewal in June 2011. The Senior Team was completed by the previous Chief Executive recruiting Directors who met the capabilities that had been agreed were needed to take the organisation forward. A further change is about to take place within the organisation when the In House Service Provider (IHSP) aspect of the organisation is being put out to tender. This could have proved very difficult in conducting the review but due to the high levels of communication and consultation taking place with the staff this was not the case.

The previous review identified that 2010 Rotherham Ltd. did not meet all the requirements of the Investors in People Standard. It was identified that four indicators 1, 3, 7 & 8 were fully met and would meet a number of the evidence statements in the wider framework. Six indicators were found to be Not Met 2, 4, 5, 6, 9 and 10. However evidence showed that in some of these indicators evidence statements within the wider framework would have been met.

The organisation has worked very hard to introduce and develop practices to return to fully meeting the National Standard. Three visits were made to review the Action Plan during the period of retaining recognition.

It was decided that as this review would take place in less than seven months that the interviews would concentrate on the Indicators that were not met with less emphasis on the Indicators found to be met previously.

During all this disruption and changes the Leadership and Management the approach to Learning and Development has remained constant. The Learning and Development Team have continued to implement and develop policies and practices in line with the recommendations from the review included in the IIP Action Plan. In addition the Learning and Development Manager started her maternity leave after completing the Action Plan and an interim Manager has been responsible for implementing the activities with the support of one of the Directors.

Learning and Development is not in question everyone continued to confirmed that if training is required this takes place and that the processes for identifying new, mandatory training and required refreshers are well managed. The Learning and Development Team continue to monitor the completion of PDRs. Individual and Team Training Plans and measure the outcomes of Learning and Development.

The interviews took place over one day and included a cross section of the staff. The new Chief Executive was interviewed, as were two new Directors. The remainder of the interviews were made up of people previously interviewed as well as people not seen before. In total 31 people were interviewed and covered all sites. In order to ensure that all Directors and levels of management and staff were represented the majority of interviews took place in either pairs or groups.

I would like to take this opportunity to express my thanks to Tess and Abigail for all their hard work in organising this review. I would also like to thank all the Managers and staff who met me. Their very open and honest approach was very helpful.

This report is written around the IIP indicators as the original review was undertaken using the previous approach to IIP Assessment. Once Rotherham 2010 Ltd has returned to full recognition the new approach to IIP Assessment will be introduced during the feedback.

Executive Summary

During the previous review 2010 Rotherham Ltd. Was found to be meeting the Business Planning indicator The organisation continues to implement the well established planning process, that includes a strategic plan that is supported by annual operational and service plans that focus on the priorities. An Improvement Plan agreed with RMBC is the document that drives the organisation at present and all staff were very clear about their contribution to achieving the success criteria. Business planning includes all stakeholders, RMBC, tenants through representative groups and staff.

Evidence gathered shows that the organisation has created Core Values; KPIs supported by Local Performance Indicators (LPIs) and fully appreciates the Social Responsibility aspects of their services. The consultative approach to planning has been maintained and the new Interim Chief Executive has continued to implement the improved Communication practices.

The planning aspect of learning and development, an indicator not met at the last review, has been further developed by ensuring that all Managers identify outcomes and impact measures for all learning and development. The Managers have been supported by the Learning and Development Manager when identifying training needs and creating future L/D Team Plans.

2010 has continued to implement effective practices throughout the organisation to ensure that recruitment, progression and promotion is fair, ensuring that this indicator is still met.

The Leadership and Management Indicators required development; this is an area where significant work has been undertaken. All levels of management now have competencies that have been created through consultation with the relevant groups. All the competencies are posted on the Intranet site where all staff have access. All Managers interviewed were fully aware of the expected competencies and are committed to the process as they have had a contribution in agreeing the expectations. These competencies are assessed during PDR and many Leaders and Managers have undergone 360 degree assessment. The work undertaken and evidence identified confirms that both indicators four and five are now met.

The Quality Awards have been introduced to enhance the recognition strategy; the issues of inconsistency identified during the last review have been addressed through management review. The Managers Forum undertaken in October addressed this issue and clear expectations were agreed after consultation with the workforce.

Involvement continues to be an expectation throughout the organisation. The planning process is inclusive and performance improvement suggestions are encouraged from all levels of the organisation.

As identified the introduction learning and development is not in question, all staff interviewed confirmed that any development identified during PDR or one to ones is implemented effectively. Everyone is very clear why the development activity is required.

Impact assessments of all learning and development in 08/09 has been undertaken by Managers, this activity has supported the Managers to understand the benefits of creating clear outcome and impact measures for all learning. An overall impact Assessment has been created by the Learning and Development Manager and shared with all Directors.

The introduction of the developments identified in the IIP Action Plan show a true commitment to continuous improvement and the value that the organisation places on returning to full IIP recognition.

Assessment Findings

Indicator 1

In addition to the Strategic Planning process supported by service planning for each Directorate the new Chief Executive has introduced an Improvement Plan for 2009/11 to meet the requirements of RMBC and external inspection. Outcomes are identified along with the Key Actions and Success Criteria. The objectives have been translated into objectives for each service that are cascaded in terms of objectives and KPIs. This process ensures that everyone fully understands their contribution to achieving successful outcomes in terms of tenant feedback and Audit Commission inspection.

“After my PDR the KPIs fell into place, mine are linked to the teams, so I know what I have to achieve.”

The new Chief Executive continues the inclusive approach involving the Trade Union representatives.

The communication processes have continued to develop and staff were very complimentary about how they have been kept up to date with developments and issues. This was evidenced through the understanding that people interviewed had about the IHSP developments and the fact that although concerned about what will happen they are confident that they are receiving all the information available.

As identified in the previous report a number of the wider framework evidence statements for planning would be met as the organisation has created Core Values and KPIs and staff have a clear understanding of these along with the organisation's social responsibility.

Indicator 2

The organisation's Human Resource Strategy has been strengthened through the introduction of clearly defined outcome and impact measures for all learning and development. After the completion of the impact assessments for all services the Managers have been supported to introduce effective outcome and impact measures for all future learning. This is being created by identifying team objectives and collating all PDP objectives from each PDR resulting in service learning and development plans. The PDR has been further developed and a number of staff interviewed commented that the process was now more effective. They felt that as their Manager valued the process that they themselves felt more valued.

"I felt a lot better about what is going on after my PDR."

In addition, to support the identification of learning solutions all staff have undertaken a Learning Styles assessment. All people interviewed were able to identify their learning style and confirmed that this is being recognised when identifying learning activities. In order to act as role models for learning the Leaders and Managers are transparent about their own learning and development needs.

Indicator 3

The organisation follows clear Equality of Opportunity guidelines when recruiting and promoting staff and implementing effective learning and development. The organisation recognises work life balance issues and supports staff to manage this effectively. Everyone interviewed confirmed that access to Learning and Development is equal; this was a very positive aspect of the Assessment.

In a number of teams the monthly one to ones encourage two way feedback, the process is recognised as supportive and developmental.

Indicator 4

The organisation had started the Leadership Development programme during the last review, however this had not been embedded further through the organisation. In the period between reviews the organisation has created competences for all levels of management. Each level has included a representative group to ensure that the consultative approach has been maintained.

These competencies are now included within the PDR and after attending an Assessment Centre that includes 360 degree feedback individually tailored PDPs and Action Plans are being

created. All the competencies have been included on the Intranet site so everyone in the organisation has access.

Indicator 5

All Managers who have undertaken Assessment Centres and therefore subject to 360 degree feedback have a clear understanding of how their people management skills are perceived. Individual PDP activities are being created and the Learning and Development Team are creating and sourcing relevant training activities, that include specific training courses as well as on the job learning through mentoring and coaching.

It was recognised by a number of staff interviewed that the Managers are changing their approach and that the culture is that of continuous improvement through positive motivation.

“I feel a lot more confident in approaching my manager for support now.”

Indicator 6

As the leaders and managers achieve more consistency in management of people the approach to recognition has improved. The Quality Awards continue to acknowledge good practice and outstanding contributions. The award presentations have been changed; rather than the recipients being invited to the Board meeting, an experience few enjoyed, the presentations are made at a more public meeting with all senior managers present. This is not only appreciated by staff receiving awards but also encourages managers to realise that their own staff could be recipients. Staff recognise the change in the management culture and that there is now a more consistent approach to recognition.

Indicator 7

It was identified during the previous review that this indicator was met through involvement being an expectation throughout the organisation. Individuals accept responsibility for their own work and value the opportunity to be target led allowing them to understand the standards expected of them.

The planning process continues to be inclusive with teams either undertaking Away Days or team meetings to create the service plans. Staff interviewed confirmed that their ideas are valued and that they are encouraged to make performance improvement suggestions.

The devolvement of decision making and empowerment is included in the management capabilities. Managers are assessed against their delegation skills and how they support and encourage staff to make decisions and implement actions.

Indicator 8

The positive approach to effective Learning and Development is not in question in this organisation. There continues to be a true commitment to ensuring that everyone has the opportunity to ensure that they have the skills and knowledge to undertake their roles. The Learning and Development Team have undertaken further support for all Managers to identify and source effective learning activities and undertake monitoring to ensure that PDRs and development plans are effective and that the plans are actioned. The sessions with Managers have included support to evaluate the outcomes and impact of previous learning. They have

also ensured that any new learning identified during the planning process and within PDR includes outcome and impact measures with planned review processes.

The issue of planned apprenticeship programmes has been fully addressed with mentoring, reviewing and support being offered effectively. The Apprentices interviewed were very positive about the improvements in the approach. They value the support they receive from their line managers and qualified colleagues who act as on the job mentors and trainers.

The organisation continues to implement a comprehensive induction process where the Learning and Development Team cover the corporate issues centrally and the relevant Manager delivers the introduction to the role. The process for regular review is undertaken by the Manager and monitored by the Learning and Development Team. The approach to role change is now more consistently delivered with previous PDR objectives "signed off" and new ones created.

Indicator 9

During the previous review it was identified that although individuals had a good understanding of how learning and development had improved their own performance they had less understanding of how team performance improved as result of learning and development. Team impact evaluation has now been shared with staff. All individual objectives identified in PDRs stem from team and organisation objectives so Learning and Development identified can be clearly linked to impact measures. Managers can now identifying the value of learning and development more clearly therefore reinforcing the culture of continuous learning.

Managers interviewed could clearly identify how Learning and Development has impacted on improved performance; this information has been collated to create a comprehensive evaluation report.

Indicator 10

The previous report and Action Plan was shared with all staff via the Intranet. The organisation has taken the report seriously and made a commitment to return to full IIP recognition. They implemented the Action Plan and undertook timely reviews to monitor performance. Managers interviewed commented on the support they have received from the Learning and Development Manager and Team. They demonstrated a clear understanding of the expectations of the National Standard and how they use the framework to improve performance.

During this review staff were more positive about how they are being managed and supported, they cited improved communication from the top and line managers and the benefits of the new approach to PDRs. Although the organisation is undergoing significant changes yet again and another new Chief Executive has been recruited staff were more positive about the future than during the last review.

Areas of Strength / Good Practice

The organisation has continued to follow the good practices identified in the previous report, these are now further embedded and in a number of cases the Good Practice identified in one Directorate has been shared and implemented in other Directorates.

The communication practices are vastly improved; the Board Cascade ensures that information

is received by everyone in the organisation within 24 hours.

Team meetings have developed in to a more learning opportunity approach with problem solving and good practice being shared with all staff.

The budgets for learning and development have been devolved to line managers to ensure that they take the responsibility to ensure that the investment in their people is effective and well managed.

The Leadership/Management Development Programmes have been introduced effectively and all managers are now fully aware of the organisation's expectations of them as people managers. The programmes allow for individual feedback that informs the individually tailored Action Plans that are reviewed within the PDR and regular one to ones.

Areas for Development

These developments will support achievement of elements of the wider framework.

Consider revisiting the Core Values to ensure that they still capture the essence of the organisation.

Consider including the Social Responsibility aspect of the organisation throughout all service plans.

Continue to develop the Leaders and Managers in line with the competencies ensuring that the concept of fairness and equality are further embedded and strengthened. Ensure that the whole of the workforce understand the management capabilities especially of their line manager.

Continue to embed the new PDR process and further develop one to one meetings where relevant.

The next review will be carried using New Choices, the Action Plan created during feedback will be created with this in mind and prepare the organisation for the new approach.

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 2010 Rotherham Ltd meets the requirements of the Investors in People Standard.

Subject to the Recognition Panel endorsing the Assessor's recommendation, the Investors in People recognition is granted indefinitely, on the understanding that reviews take place no greater than 3 years apart.

Assessor Name Philippa White

Date 2/12/09

Appendix 1 - INVESTORS IN PEOPLE FEEDBACK MATRIX

- This shows the Evidence Requirement's that are met and not met within the Framework. Evidence Requirement's that are met appear in Green, those that are not met would appear in Red.

Appendix 1 - Investors in People Indicators

ER	1	2	3	4	5	6	7	8	9	10
1	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
2	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
3	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
4	Green	Green	Green	White	Green	White	White	White	Green	White
5	Green	White	Green	White	White	White	White	White	Green	White
6	Green	White	White	White	White	White	White	White	White	White
7	White	White	White	White	White	White	White	White	White	White
8	White	White	White	White	White	White	White	White	White	White
9	White	White	White	White	White	White	White	White	White	White
10	White	White	White	White	White	White	White	White	White	White
11	White	White	White	White	White	White	White	White	White	White
12	White	White	White	White	White	White	White	White	White	White
13	White	White	White	White	White	White	White	White	White	White
14	White	White	White	White	White	White	White	White	White	White
15	White	White	White	White	White	White	White	White	White	White
16	White	White	White	White	White	White	White	White	White	White
17	White	White	White	White	White	White	White	White	White	White
18	White	White	White	White	White	White	White	White	White	White
19	White	White	White	White	White	White	White	White	White	White
20	White	White	White	White	White	White	White	White	White	White
21	White	White	White	White	White	White	White	White	White	White
22	White	White	White	White	White	White	White	White	White	White
23	White	White	White	White	White	White	White	White	White	White
24	White	White	White	White	White	White	White	White	White	White
25	White	White	White	White	White	White	White	White	White	White
26	White	White	White	White	White	White	White	White	White	White
27	White	White	White	White	White	White	White	White	White	White
28	White	White	White	White	White	White	White	White	White	White
29	White	White	White	White	White	White	White	White	White	White
Sub total	6	4	5	3	4	3	3	3	5	3
TOTAL										39

Appendix 2 - THE INVESTORS IN PEOPLE FRAMEWORK

Good practice is clearly established
Good practice is developing
Areas for Further Development
Not considered at this visit
not applicable to this group

PLAN				DO				REVIEW	
01: BUSINESS STRATEGY	02: LEARNING & DEVELOPMENT STRATEGY	03: PEOPLE MANAGEMENT STRATEGY	04: LEADERSHIP & MANAGEMENT STRATEGY	05: MANAGEMENT EFFECTIVENESS	06: RECOGNITION & REWARD	07: INVOLVEMENT & EMPOWERMENT	08: LEARNING & DEVELOPMENT	09: PERFORMANCE MEASUREMENT	10: CONTINUOUS IMPROVEMENT
THE STANDARD TOP MANAGERS SHOULD MAKE SURE (AND THEIR PEOPLE SHOULD CONFIRM) THAT:									
The organisation has a vision / purpose, strategy and plan (1,2) People are involved in planning (4,5,6) Representative groups (where appropriate) are consulted when developing the plan (3)	Learning priorities are clear and linked to the plan (2) Resources for learning and development are made available (1,3) The impact will be evaluated (4)	People are encouraged to contribute ideas (1,5) There is equality of opportunity for development and support (2,3,4)	Managers are clear about the capabilities they need to lead, manage and develop people (1,2) People know what effective managers should be doing (3)	Managers are effective and can describe how they lead, manage and develop people (1,2,3,4)	People believe they make a difference (2) People believe their contribution is valued (1,3)	Ownership and responsibility is encouraged (1,3) People are involved in decision – making (2)	People's learning and development needs are met (1,2,3)	Investment in learning can be quantified (1,2) Impact can be demonstrated (3,4,5)	Evaluation results in improvements to people strategies and management (1,2,3)

Areas of development to be considered for next review

PLAN		DO				REVIEW			
YOUR CHOICE TOP MANAGERS SHOULD MAKE SURE (AND THEIR PEOPLE SHOULD CONFIRM) THAT:									
<p>Clear core values relate to vision and strategy (7,11,13,17,19,23,24)</p> <p>Key performance indicators are used to improve performance (9,15,21)</p> <p>Social responsibility is taken into account in the strategy (10,12,16,18,22,25)</p> <p>People and stakeholders are involved in strategy development (8,14,20)</p>	<p>The learning and development strategy builds capability (5,8,12)</p> <p>Plan take account of learning styles (10,15)</p> <p>People help make decisions about their own learning (9,13,14,16)</p> <p>Learning and development is innovative and flexible (6)</p> <p>There is a culture of continuous learning (7,11,17)</p>	<p>The recruitment process is fair, efficient and effective (6,11,14,19,22,27)</p> <p>A diverse, talented workforce is created (7,12,15,20,23,28)</p> <p>A work-life balance strategy meets the needs of its people (*,13,16,21,24,29)</p> <p>Constructive feedback is valued (9,17,25)</p> <p>The structure makes the most of people's talents (10,18,26)</p>	<p>Leadership and management capabilities for now and the future are defined (4,9)</p> <p>Managers are helped to acquire these capabilities (5,6,10,11)</p> <p>Leadership and management strategy link to business strategy, taking account of external good practice (7)</p> <p>Everyone is encouraged to develop leadership capabilities (8,12,13)</p>	<p>Managers are role models of leadership, teamwork and knowledge sharing (5,6,7,9,10,13,14,15,16,17,20,22,23)</p> <p>Coaching is part of the culture (8,12,19,25)</p> <p>People are helped to develop their careers (11,18)</p> <p>There is a culture of openness and trust (21,24)</p>	<p>Reward and recognition strategies link to business strategy and are externally benchmarked (4,6,8,9,12,15,18)</p> <p>Representative groups are consulted (where appropriate) (5,14)</p> <p>What motivates people is understood (10,16)</p> <p>Success is celebrated (11,17)</p> <p>Benefits strategy goes beyond legal requirements (7)</p> <p>Colleagues' achievements are recognized (13,19)</p>	<p>Effective consultation and involvement is part of the culture (4,6,7,12,13,17)</p> <p>People are supported and trusted to make decisions (9,15)</p> <p>Knowledge and information are shared (5,10,14)</p> <p>People are committed to success (16)</p> <p>There is a culture of continuous improvement (8,11)</p> <p>People can challenge the way things work (18)</p> <p>There is a sense of ownership and pride in working for the organisation (19)</p>	<p>Learning and development resources are used effectively (4,8,13)</p> <p>Learning is an everyday activity (11,18)</p> <p>Innovative and flexible approaches to learning and development are used (5,14)</p> <p>People are given the opportunity to achieve their full potential (9)</p> <p>All learning is valued and celebrated and is an everyday activity (6,10,17)</p> <p>Mentoring is used (7,20)</p> <p>Personal development is supported (12,15,16,19)</p>	<p>The contribution of people strategies is measured and evaluated (6,10)</p> <p>Impact on key performance indicators can be described (7)</p> <p>Performance improves as a result (11,13,14)</p> <p>Career prospects improve (12)</p> <p>Flexible and effective approaches to measuring return on investment are used (8)</p> <p>Return on investment in people is reported to stakeholders (9)</p>	<p>Self review and information from external reviews are used (4,5,10)</p> <p>Effective feedback methods are used to understand people's views on how they are managed (6,7,11,12)</p> <p>Internal and external benchmarking are used (8)</p> <p>People's views on how they are managed improves (9,13,14)</p> <p>People believe it's a great place to work (15)</p>

Appendix 3 - INVESTORS IN PEOPLE CONTINUOUS IMPROVEMENT PLAN

A. Key Information

Organisation	2010 Rotherham Ltd	Date of last assessment/review	November 2009
Date of Action Plan	12 December 2009	Review date for this plan	Quarterly
Proposed next review date	November 2010		

B. Key Contacts

Client Key Contact	Abigail Osbourne	E		T	
Assessor	Philippa White	E		T	
Adviser		E		T	
Centre Contact Details	Laura Johnson; 01423 531133; ljohnson@yhal.org.uk				

C. Future Activity

Development Area <i>(to be completed by the Assessor)</i>	Objective <i>(to be completed by the Assessor)</i>	Organisation Activity	Support from Centre/Specialist/Others
Core Values	To ensure that the Core Values continue to capture the essence of the organisation especially in view of the changes within the structure of the business.	Senior team to revisit the Core Values through consultation with all the workforce. Once agreed Core Values to be communicated to whole organisation.	To use YHAL workshops as and when appropriate
Social Responsibility	To ensure that social responsibility is inherent throughout the organisation rather the responsibility of one team	Ensure Social Responsibility is included in all service plans. Training Team to support all teams.	
Constructive feedback	To ensure that all managers encourage and value constructive feedback and create a culture of trust.	To include constructive feedback approaches in the MDP	

Leadership and Management capabilities for now and future	To create succession plan policy and implementation plan in line with competencies identified in MDP.	<p>Agree approach to succession planning through consultation with managers and representative groups.</p> <p>Continue to develop the MDP through delivering to all levels of people managers.</p> <p>Share competencies with whole workforce using appropriate language.</p>	
Coaching	To develop an ethos of coaching by ensuring that all managers use coaching as a development tool.	Coaching skills are included in MDP	
Celebrating success	Continue to develop celebration approaches as appropriate.	Include feedback from staff to ensure celebration approaches are effective.	