



**INVESTORS
IN PEOPLE** | North of
England



INVESTORS IN PEOPLE ASSESSMENT REPORT

COMMERCIAL IN CONFIDENCE

THE ALCOHOL AND DRUG SERVICE

INVESTORS IN PEOPLE SPECIALIST: Sonia Renzo CMC MIC

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BACKGROUND

The ADS has been delivering services to support people affected by substance misuse since 1985. It operates across a wide geographical area including Hull, East Yorkshire, North and North East Lincolnshire. The Head office is in Hull with other premises in Beverley, Bridlington, Goole, Grimsby and Scunthorpe. The service is delivered mainly through a partnership approach with Rotherham & South Humber NHS Foundation Trust on the south bank and Humber NHS Foundation Trust in the East Riding. This has resulted in ADS employees working alongside NHS employees. There is a Board of Trustees who oversees the running of the organisation and 72 employees, the majority of which are Practitioners.

With the reform of the NHS and the demise of the Primary Care Trusts, changes to the way funding is allocated are currently being implemented. There is a move from payment by activity to payment by results based on 'recovery'. This along with new commissioning boards involved in the allocation of funding i.e. Public Health England; Police and Crime Commission; Health & Wellbeing Board and Clinical Commissioning Groups (chaired by GPs) has led to uncertainty over the amount of funding which will be available to deliver the service moving forward.

To overcome some of the issues currently being faced, the ADS is continually looking at ways of raising its profile not only with the Commissioners but also the public. As a result there has been increased use of social media. In addition, there has been a re-focus on developing a 'recovery model' which provides clear pathways for the service users. To support the workforce through this transition a Practice Development Forum, along with new roles of Practice Development Manager and Practice Lead have been introduced to help identify specific evidence based practice. This along with encouraging staff to come up with new ideas and suggestions is helping ADS to continually look at ways of further developing a sustainable recovery model. Therefore, the focus of the review is to look at how effective the structure and leadership is in supporting staff through the transition and encouraging and supporting innovation to further develop a sustainable recovery model.

AGREED OBJECTIVES

At the planning meeting the following objectives were agreed:

- To give feedback on the appropriate aspects of the Investors in People framework that relate to your business objective/priorities as Identified in Appendix 1.
- To ensure the organisation meets the requirements of the Investors in People Standard.
- To assess additional evidence requirements to establish whether the organisation can be awarded Bronze accreditation

CONCLUSION AND RECOMMENDATION

Having carried out the assessment process rigorously and in accordance with the guidance for Assessors by The UK Commission for Employment and Skills, The Alcohol and Drug Service not only meets the Investors in People Standard but has also provided sufficient evidence against 42 evidence requirements in 'your Choice' which is over and above the 26 required to achieve Bronze. This is an excellent achievement so well done to all.

ACKNOWLEDGEMENT

I would like to thank Jayne for all the arrangements and the smooth running of the review. To everyone who participated in the review, your willingness to share your positive experiences of working for ADS along with some of the challenges being faced, has really helped me to get a feel for what is working well but also what can be improved using the good practice of the Investors in People framework – so thank you to all.

Assessor : Sonia Renzo CMC MIC

Date: 26 February 2013

Executive Summary

Over the past couple of years there has been a significant change in how the Service is delivered from one of 'treatment based interventions to focusing on cure and recovery'. This has required a change in mindset for both Service Users and staff. To support this change the organisation has encouraged and supported innovation to enable staff to provide more psycho/social interventions. The Practice Development Forum along with the roles of PDF Manager and Practice Leads have had a significant impact on developing and implementing innovative approaches, enhancing the skills and knowledge of the staff and retaining talent within the organisation. The NOCN Level 3 in Substance Misuse has been beneficial for those that have attended by not only helping them to develop practice but also to share knowledge across the organisation. Other innovations have been very much around sharing the experiences of clients who have benefited from the Service, such as recovery Champions; mentors and volunteers to spread the message of Hope through various forums and social media. The work undertaken is having a positive impact on the achievement of targets. This would not have been achieved without clear leadership and a strong commitment and passion to 'do the best for the client' at all levels of ADS. This along with the very strong team working ethos both within ADS and with Partners has put the organisation in a very good place to meet the challenges being brought about by the changes in commissioning and funding models.

The following report provides more details on the assessment findings and highlights specific areas of good practice. The suggested areas for development identify actions required to strengthen what the organisation is already doing and highlights other areas of the framework, which could support your objective and also help you work towards the achievement of silver recognition.

Areas of Good Practice

ADS has a number of strengths which have been identified in the assessment findings, however the following have been identified as particular areas of good practice:

- Strategic Plan, Annual Business and Service Development Plan and Work Development Plan clearly linked to achieving the Vision and Values.
- Commitment and enthusiasm of the staff to do their very best for the service user
- Practice Development Forum clearly focused on improving Practice through innovation.
- The development of the NOCN level 3 in Substance Misuse
- The role of Practice Leads to support the implementation and sharing of good practice across ADS and to utilise and retain the talents of staff.
- Inspirational leadership provided by not only the Chief Executive but also line managers.
- Support and encouragement provided by managers and team leaders.
- The team working ethos not only within teams but across teams.
- The caring culture that exists in helping staff to balance work and personal lives.
- The ADS Away day which offers the opportunity to share good practice across the organisation but also allowing clients to share successes.
- The use of social media to give clients on the recovery journey hope and inspiration.
- The Appraisal and Supervision processes appear to be well embedded and used to identifying and agreeing objectives, identifying learning and development needs, career aspirations and provide feedback on performance.
- The respect and trust staff have for their managers
- The Awards used to recognise individual and team achievements

Suggested Areas for Development

- Although there are changes to commissioning bodies and uncertainty around contracts and payment models, it was clear that staff have confidence that the Chief Executive will lead the Service through the changes. To ensure that all staff are kept up to speed on where the Service is heading, it may be beneficial for the Chief Executive to attend Service Meetings on a quarterly basis to provide a 'State of the Nation' update so that a consistent message is given across ADS. This forum may also provide the opportunity to involve staff in the development of ADS strategy. (1.8;1.14;1.20;7.5)
- There are numerous measures in place to monitor service delivery at both organisational and service level. Managers understood the measures but there was less awareness amongst staff. Consider the merits of cascading service level measures through the appraisal process to identify more measurable objectives for staff. This will further develop understanding of their contribution to the achievement of service measures and provide more effective monitoring of individual performance. (1.9; 1.15; 1.21)
- Although the appraisal and supervision processes appear to be well embedded and used to identify objectives, give feedback on performance and identify learning and development needs consider:
 - Including the values so that feedback can be provided on how these are being demonstrated to ensure they continue to be at the heart of the way the organisation operates
 - Using the processes to review learning and development undertaken and how it has contributed to the achievement of individual, team and organisational objectives/measures to further develop staff understanding of how learning and development is impacting on performance. (1.4; 1.6;1.11;1.17;1.24; 9.2; 9.4. 9.5)
- To further strengthen the evaluation of learning and development and its impact on service delivery, ensure that when service plans are reviewed at the end of the year, that the learning and development undertaken by the team is also reviewed. This will help to ensure that skills continue to be enhanced effectively. The introduction of the HR database could support this process. (9.2;9.4 10.1)
- There are a number of forums in place to involve staff in consultation. However, there appears to be some confusion as to the remit of the Employee Group, with some feelings that is duplicating some of the information being cascaded through team meetings by managers. This may be further exacerbated by the fact that different people are attending the meetings. It would be beneficial to revisit and clarify the remit of this group to avoid any confusion and duplication.(1.3; 1.5;; 7.4; 7.6;7.12; 7.13; 7.17).
- Although, it was evident that managers understand what was expected of them as 'leaders' of the team, consider a more formal approach to defining manager competences in line with ADS purpose, vision and values. These can be used to provide feedback to managers/team leaders on their effectiveness as a 'people manager' but also provide a pathway for aspiring managers to further develop their knowledge, skills and behaviours to move into a team leader role. The competences could also be used in the recruitment of managers/ team leaders. These could include coaching skills; understanding of HR policies and procedures, setting SMART objectives; giving and receiving feedback, stress management, understanding diversity, trust, inspirational, caring. (3.6; 3.11; 4.2; 4.4; 4.5; 4.6;4.9;4.10.4.11.5.8;5.12;5.15;5.25)
- Consider introducing a more formal approach for staff to give feedback to their managers on how well they are demonstrating the competences. This will further develop their understanding of what they can expect from their manager in terms of leading, managing and developing them. (4.3; 5.3; 5.5, 5.13 5.16 5.20).
- To further encourage and support innovation consider the merits of encouraging everyone to develop leadership capabilities through taking the lead on various projects and forums (4.8;4.12;4.13)

- There are some frustrations around the effectiveness of DANOS units in enhancing Practitioner skills. So it may be beneficial for the PDF to evaluate how these are helping to improve the quality of service delivery. An informed decision can then be made on the effectiveness of using these. If they are to continue to be used then clear communication needs to be sent out to all staff on the rationale and also the benefits to individuals and ADS. (2.17; 8.2;9.2,9.4 9.5,)
- There were some perceptions that decisions are being made more to please commissioners to the detriment of some service users whose appointments are cancelled. Although, there is very much a need to meet commissioner requirements to retain contracts, the ethos within ADS is about doing the best for the clients. So consideration should be given to how to overcome these perceptions, perhaps through involving staff more in making decisions. (7.2;7.12;7.15;7.18)
- Concerns were expressed about having to travel some distance to undertake mandatory training at the Trusts as this again takes them away from working with clients. Developing e learning packages is currently being considered as a way forward. As NHS Trusts tend to have developed e learning packages are there opportunities to work in Partnership to either improve access or buy the packages from them ? The other alternative may be to see what the virtual college has to offer as they have a number of e learning packages specifically related to healthcare. This may be a safer and more cost effective way to develop all staff including those not currently undertaking this training(2.6;8.4; 8.5 10.1;10.2;10.3;)
- There is recognition that staff health & well being is important as the service continues to go through change and there potentially could be more pressure due to the introduction of a PBR model. Therefore, consider using the Health & Wellbeing good practice award as a framework to further develop practice in this area and build on the caring ethos that exists. (1.2; 3.8; 3.13;3.24; 4.1;4.3;4.5)
- Ensure that any improvements made as a result of feedback from the staff survey is communicated to staff so that they know their feedback is being acted upon. This may then encourage more staff to complete it. (10.12; 10.13; 10.14; 10.15)

Assessment Findings:

Priority 1: We will encourage and support innovation

- **Objective 1 – we will provide the structures and leadership necessary to enable employees to enhance their skills safely and effectively.**
- **Objective 2 – we will support the piloting of new and innovative ideas through The provision of central funding for the purpose**
- The Mission, vision and values are identified within the 2010 – 2014 Strategic Plan along with clear priorities linked to the vision and values.

‘the ADS aspires to be an organisation where the services we offer are individually tailored, creative, innovative, of the highest quality and result in the optimum outcome for each service user’

- Annual Business and Service development Plans identify the key priorities and targets for each of the services/projects. Staff talked about their involvement in planning and how they through the Annual Away day, team away days, team meetings and through the setting of individual objectives through the appraisal process. As a result staff were clear as to what they needed to achieve and how this contributed to their service and ADS overall.
- The change in emphasis of service delivery from ‘one of treatment based interventions to focusing on cure and recovery through more psycho/ social interventions’ is requiring a huge change in mindset for both clients and staff. Although, there was reference to ‘**trying to turn the titanic**’ as it is a significant change to the way services are delivered, on the whole it appears that staff are taking on board and embracing the change.

‘it is about doing the very best to help and support the service users to recover’

‘recovery is what everyone is working towards it is the new government agenda’.

- There are a number of targets in place for each service/ project, managers and team leaders were very clear as to what these are, however, there appeared to be less awareness amongst all the staff.
- Similarly, with the values, although staff could not necessarily quote them they did talk about the **need to be focused on the individual needs of the service user, to look at ways of being more effective and to have open and honest dialogue both within teams and with clients.**
- It was clear that emphasis is placed on ensuring that all staff have the skills to deliver the highest quality service and that creative and innovative approaches are being used to ensure this, along with supporting a culture for continuous learning.
- The Practice Development Forum (PDF) and the creation of new roles of PDF Manager and Practice Lead has clearly benefited ADS. These have provided the opportunity to not only develop Practice through innovative approaches to improve the quality of delivery of the service but provided a career pathway for staff members who do not necessarily want to take on a management role. This has also enabled ADS to retain staff with the skills sets to help support the change and is reflected in the very low staff turnover.

‘I feel ADS is less fragmented and more unified as a result of the PDF’

‘I didn’t want a management role as I still want to practice so the Practice Lead is a way of best utilising my knowledge and skills’

- The PDF has been instrumental in introducing a number of developments including:
 - Working with the National Open College Network (NOCN) to develop and deliver a NVQ level 3 in Substance Misuse for Practitioners. The programme was piloted and evaluated. As a result were made to the content e.g H&S reduced to half a day and order of delivery changed. Staff interviewed who have undertaken the qualification felt that there had been a number of benefits such as a better understanding of drug

and alcohol misuse, dual diagnosis, recognition of addictive desire and cravings; the opportunity to look at wider issues external to ADS and networking with colleagues working in different services to share good practice. The forum is currently developing a Level 1 and 2 qualifications for support staff.

- Verifying DANOS competences to ensure the quality and consistency of evidence.
 - Ensuring that national 'good practice' guidance is implemented. E.g. Behavioural Couples Therapy training in recognition that service users do better when family and carers are involved .
 - Developing low intensity training for Improving Access to Physiological Therapies (IAP) which will enable Practitioners to provide a more holistic approach to diagnosing depression and anxiety.
 - Identified Legal High and stimulants training to engage with clients who have stimulant issues who have been identified as a 'hard to reach' client group
 - Further development of ' Recovery Clinics' to support the new way of working.
 - ITEP Mapping which Practitioners can use with clients to help them set their own goals and identify pathways to recovery.
 - Piloting and implementation of a new supervision template to provide more structure to the process.
- Practice Leads were very clear about their role and how they contributed to helping their teams and ADS overall.

' we are here to improve the quality of delivery of the service'

' it is our role to make recommendations to management on improvements to practice so that they can decide whether they want to support the development and provide funding'

- Staff confirmed that knowledge, information and good practice from the PDF is cascaded through Practitioner Circles and various Team/ Service meetings. They felt that they had the opportunity to discuss the developments, suggest improvements to service delivery and identify relevant training to support them in their roles. E.g ITEP Mapping
- Another forum for sharing knowledge, information and good practice are the Annual Away day where each service shares what they are doing. For example, the Client Handbook which other services have further developed and implemented. Clients are also invited to the away day to share their experiences and journey to recovery.
- Staff confirmed that all of these forums also provide an opportunity to give and receive feedback.
- The annual staff survey is also used to gather feedback from staff.
- It was clearly evident that teamworking is encouraged. For example:
 - Where services are delivered in partnership with local NHS Trusts both ADS and NHS staff work as one team.
 - Admin staff are very much part of the team and examples were provided of how they support the Practitioners and clients.
 - Changes have been made in one service to improve teamworking
 - Multi- disciplinary team meetings to share practice and improve service delivery
 - Awards to recognise Effective Teamworking and Most Effective Partnership Working

'I'm really proud to be part of a forward thinking team'

- Other ADS Awards include Innovation; Supporting Developing Practice and Improving Service User Experience. Managers and staff are encouraged to recognise individual and team achievements through nominating them for awards. Other ways of recognising successes and achievements are through individual team meetings e.g Good Practice Board where an individual who has had a good outcome is recognised to help build confidence and more informally through social activities.
- It was clear that the staff are committed to the success of ADS and felt valued and appreciated for their efforts through the various feedback processes such as appraisal, supervision, meetings and through the positive outcomes achieved with clients and from feedback on the support received.
- The annual Workforce Development Plan identifies the priorities which include academic and career pathways, competency gap analysis, recruitment, employee consultation,

diversity and flexible working. Targets are set linked to the objective of being 'a good employer and a good place to work'

- It was clear that emphasis is placed on continuous learning not only through the various forums and meetings but also through the Supervision and Appraisal processes. Each Service is currently responsible for identifying and addressing learning and development needs for their teams. A budget is allocated per head and there is also a centralised budget. The HR Database currently being implemented is being welcomed as it provides a more centralised way of recording learning and development needs and also will allow staff the opportunity to book leave. Staff are currently being trained on the system.
- All staff interviewed had undertaken development not only attending training courses but on the job, shadowing and coaching. Examples provided of development undertaken and the benefits included:
 - ITEC Mapping providing different tools/ worksheets to help the client identify the different psychological/ social factors that could impact on their recovery. This is helping to engage with the client and progress towards abstinence.
 - Multi-disciplinary team meetings to share cases and tap into other people's experience on how to move individual clients forward.
 - Encouraged to work in the different services to identify how the function can improve its support to the teams.
 - Working with external expertise to be able to set up a system for archiving to improve the effectiveness and efficiency of working.
 - Safeguarding and de-escalation techniques as working with vulnerable people and need to be aware of these for own and clients safety.
 - NVQ in Business Administration has led to changes in the filing system to streamline it and make it easier to find information which improves efficiency and effectiveness.
 - Access training to be able to set up databases to accurately monitor DNA.
- There is a certain amount of mandatory training which staff working in partnership with the Health Trust, have to undertake. Concerns were expressed about having to travel quite long distances to undertake this which causes some frustration as it is taking staff away from working with clients. Although, there is some access to NHS Trust e learning packages, this has been identified as an area for further development.
- Practitioners have to complete DANOS units as ADS see this as a way of providing a high quality service. Achievement of these goes towards pay increments. Again some frustrations were expressed around the usefulness of undertaking the units as individuals feel they are only evidencing what they are currently doing so are not learning anything. There were some feelings that completing this was taking them away from working with service users. Part-timers also expressed concerns about having the time to complete the units and their understanding of how many units they needed to complete. There was also a perception that they had to do this for Investors in People.
- Diversity is one of the organisational values. There is a strong belief at senior management level that by embracing and recognising diversity that this will further support innovation. The organisation has a very diverse client group and there were a number of examples of innovative approaches to support the differences. E.g. different recovery groups for alcohol and drugs and separate buildings. Managers talked about the need to recognise that people are different and by recognising these differences that they can play to individual staff strengths. Training has been undertaken on equality and diversity. Diversity is discussed as part of staff supervision and staff felt that their differences are valued and recognised through various project work and support to balance their work and personal lives. This in turn helps them to recognise the diversity of their clients groups and make suggestions on how improvements could be made to service delivery.
- Examples of work-life balance activity and solutions includes:
 - a generous holiday entitlement, with managers encouraging staff to take regular holidays
 - Part-time working to accommodate family commitments
 - Time off for health appointments and family commitments.

- It was felt that the teamworking ethos helped to support this with everyone pulling together to cover.
- Staff mentioned the fact that they rarely work after 5pm.
- In terms of recruitment emphasis is placed on retaining the talent of existing staff. There are targets for staff retention and also filling of higher grade vacancies from existing employees. At supervision and appraisals staff are encouraged to discuss their aspirations for progression and it was clear from the staff interviewed that these are listened to, and acted upon. The structure has been changed to accommodate some of the progression with the introduction of Practice Leads and Project Manager roles as the organisation has grown. There were also examples of staff moving to different projects to broaden their knowledge and understanding of different services, to help them progress to the next level. Vacancies are advertised internally and externally and there is a structured process for interviewing. Managers have undertaken training as part of their ILM qualification on recruitment and selection. Staff interviewed felt that the process was fair and effective.
- New staff interviewed felt that their induction had been effective and had received the support and development to undertake their role. A three month probationary appraisal had been undertaken to identify and agree objectives moving forward. There were a number of staff who had changed roles. Where they were stepping up as a result of internal promotions there was an opportunity to have a handover period and shadow the person they were taking over from. As part of the appraisal process 6 monthly mid reviews are undertaken which provides the opportunity to review and change objectives.
- On the whole, there is a very consultative approach at ADS. The various forums and staff meetings allow the staff to be involved in decision making. In the main staff feel empowered, supported and have the tools to work with clients and tailor the service to meet individual client needs. It was clearly evident that the staff are passionate about what they do and there is a strong commitment to doing the best for the clients. However, concerns were expressed around decisions sometimes being made by managers which are felt to have a detrimental effect on clients. E.g focusing on commissioner/contract needs as opposed to client needs.
- The Employee Forum introduced to further improve staff consultation and 'give them a voice' has provided the opportunity to look at areas such as the workforce strategy and pensions and communicate messages from the Chief Executive. Representatives from each area were elected through team discussion. However, concerns were expressed about the current remit of this group as different people attend to cover for others and some of the messages duplicate what team leaders have already communicated to staff.
- Managers and Team Leaders were clear about what was expected of them as 'people managers' such as identifying skills gaps, identifying and agreeing objectives, sharing information and good practice, support and encouragement and being open and honest. Longer serving managers had undertaken ILM level 5. The benefits of this included helping them to analyse their own strength and weaknesses which then helped to identify their staff strengths and weaknesses; identify staff aspirations and learning styles so they could play to their strengths; improved understanding of planning, change management and the 'big picture'. Supervisory skills training was being delivered at the time of this assessment for newer team leaders and staff who were taking on more supervisory responsibility.
- In the main, feedback from staff was positive about the effectiveness of their 'managers' who they respected and trusted. However, in some of the services where there have been changes in line management, effectiveness could be improved.

'my manager is very good, she explains what she wants and then leaves me to get on with it'

'XXX is brilliant, she adapts her managerial style, a role model for sharing good practice, very structured, very patient, very confident and inspires and oozes confidence in us'

'mentors, provides support, ensures she gets the best out of everyone, provides in-house training, supervision and appraisal'

- The Chief Executive is seen by many staff as visionary, very inspirational, influential and respected by commissioners, with a clear passion about the success of the service. His

passion, willingness to listen, share information and encourage innovation in the main has been cascaded through the line management structure. With many staff not only seeing Tim as an inspirational leader but also their own line managers who they clearly respected and trusted. All of this re-inforces the belief there is a culture of openness and trust.

'biggest thing is being listened to and heard'

'he is visionary, very creative, very inspirational'

'Tim is inspirational in the way he wants the service to go'

'he is a character, very charismatic, passionate and has a strong belief in the service, good to have in a chief executive'

'Tim is inspirational but for me XXX (line manager) is my inspiration'

'I respect and trust her for her passion and leadership skills'

'always open to suggestions, will tell you if he likes them but also honest if he doesn't'

'you are encouraged to have open and honest dialogue'

'no suggestion is snubbed'

- However, there were a few concerns expressed that although the Chief Executive is clear about his aims and ambitions for the service, as a result of the changes in the external environment, that sometimes it is difficult for staff to keep abreast of where he sees the service heading.
- One of the more recent innovations is the use of Social Media such as youtube, facebook and Twitter to raise the profile of ADS and its services. The emphasis is very much on sharing 'recovery stories' to offer hope and inspiration to others on the recovery journey. There is a social media group who have undertaken training on search engine maximisation and radio interviewing. At the last ADS Awayday there was an introduction to social media. Staff confirmed that there is a clear policy as to how social media should be used within the organisation and that they are being encouraged to follow 'tweets' and to identify good news stories to be included on the website.
- It was clear from discussions with staff at all levels that development activities have had an impact on service delivery. Although, staff felt that it may be a few years before sustainable recovery can be measured, efforts are being made to measure distance travelled through the 12 week TOPs assessment with overall targets being significantly exceeded. The monitoring of targets is undertaken on a monthly basis with the majority of services achieving their contracted targets and where they are not performing so well can take further action. Further successes have been seen with Service Users who have benefited from the Service sharing their experiences as Volunteers, Recovery Champions and mentors This information is being used to inform the development of the Business and Service Plan for 2013/14. However, overall the evaluation of learning and development and its impact on performance could be further strengthened.

'we use a RAG rating and at the moment we are achieving all greens'

'we have achieved over and above what was expected'

'we are helping people to achieve their goals and work towards a better life'

'we are providing a more holistic approach to supporting the client to recover, looking at the psychological, physical and social factors that are affecting them, so we can assess the level of intervention required and give them the best chance of sustainable recovery'

APPENDIX 1

INVESTORS IN PEOPLE FEEDBACK MATRIX .

Evidence Requirement Met – Green

Evidence Requirements Not Met - Red

ER	Investors in People Indicators									
	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	Green	White	Green	White
5	Green	White	Green	White	White	White	Green	White	Green	White
6	Green	White	Green	White	Green	White	Green	White	White	White
7	Green	Green	Green	White	Green	White	White	White	White	White
8	White	White	Green	White						
9	White	White	Green	White						
10	White	White	Green	White	Green	White	Green	White	White	White
11	White	Green	White	White	White	Green	White	White	White	White
12	White	White	White	White	White	Green	Green	White	White	White
13	Green	White	White	White	White	Green	Green	White	White	White
14	White	White	Green	White	Green	White	Green	White	White	White
15	White	White	Green	White						
16	White	White	Green	White	White	White	Green	White	White	White
17	White	Green	Green	White	Green	Green	White	White	White	White
18	White	White	Green	White						
19	Green	White	White	White	White	Green	White	White	White	White
20	White	White	White	White	White	White	White	White	White	White
21	White	White	White	White	Green	White	White	White	White	White
22	White	White	Green	White						
23	White	White	Green	White						
24	White	White	Green	White	Green	White	White	White	White	White
25	White	White	Green	White						
26	White	White	Green	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

APPENDIX 2 – CONTINUOUS IMPROVEMENT PLAN

Priority – We will encourage and support innovation

ADS Objective	Suggested Action	Timescale	Potential Solution / support
<p>Provide the structures and leadership to enable employees to enhance their skills safely and effectively</p>	<ul style="list-style-type: none"> • Introduce a quarterly ‘state of the nation’ update to help keep staff abreast of changes • Cascade Service level measures to individuals as a means of monitoring individual performance • Include values in the appraisal process to provide feedback on how demonstrated • Strengthen evaluation of L & D to ensure all activity is effective 		<p>Chief Executive.</p> <p>Line managers</p> <p>Line Managers/ WFD Manager</p> <p>Line managers / HR Database/</p>
<p>Provide the structures and leadership to enable employees to enhance their skills safely and effectively</p>	<ul style="list-style-type: none"> • Define and introduce manager competences to provide a pathway for aspiring managers • Consider introducing a formal approach for staff to give feedback against the competences • Ensure feedback is provided from the staff survey on any action to be taken • Consider the merits of everyone developing leadership capabilities 		<p>Information on effective manager module IIP Interactive. www.investorsinpeople.co.uk/interactive</p>

<p>We will support the piloting of new and innovative ideas through the provision of central funding</p>	<ul style="list-style-type: none"> • Review the remit of the Employee Group • Evaluate the DANOS units to establish how they are helping to improve service delivery • Consider how to involve staff in decision making to overcome perceptions that service users needs not always put first • Look for opportunities to introduce E learning 		<p>Chief Executive/ WFD Manager/ Employee Reps. Practice Development Forum</p> <p>Chief Executive/WFD Manager</p> <p>Look at Virtual College website to see what they can offer www.virtual-college.co.uk</p>
<p>We will support the piloting of new and innovative ideas through the provision of central funding</p>	<ul style="list-style-type: none"> • Consider working towards the HWB Good Practice Award • Consider undertaking a Top up to Silver at the 18 month stage 	<p>Aug /Sept 2014</p>	<p>Idg can provide information on this. Survey on the Investors in People Website</p> <p>Discuss with Assessor.</p>