

Compass Community Care Ltd - Executive Summary

Compass Community Care Ltd was assessed for accreditation of the Investors in People (IIP) Standard in May 2017. The assessment followed an initial context discussion and production of an assessment plan. Following this, the IIP40 online assessment was administered to 126 members of staff with 64 responses. In addition, 12 individuals and a team interview were carried out. As a result, Compass Community Care has achieved Gold accreditation against the sixth generation framework.

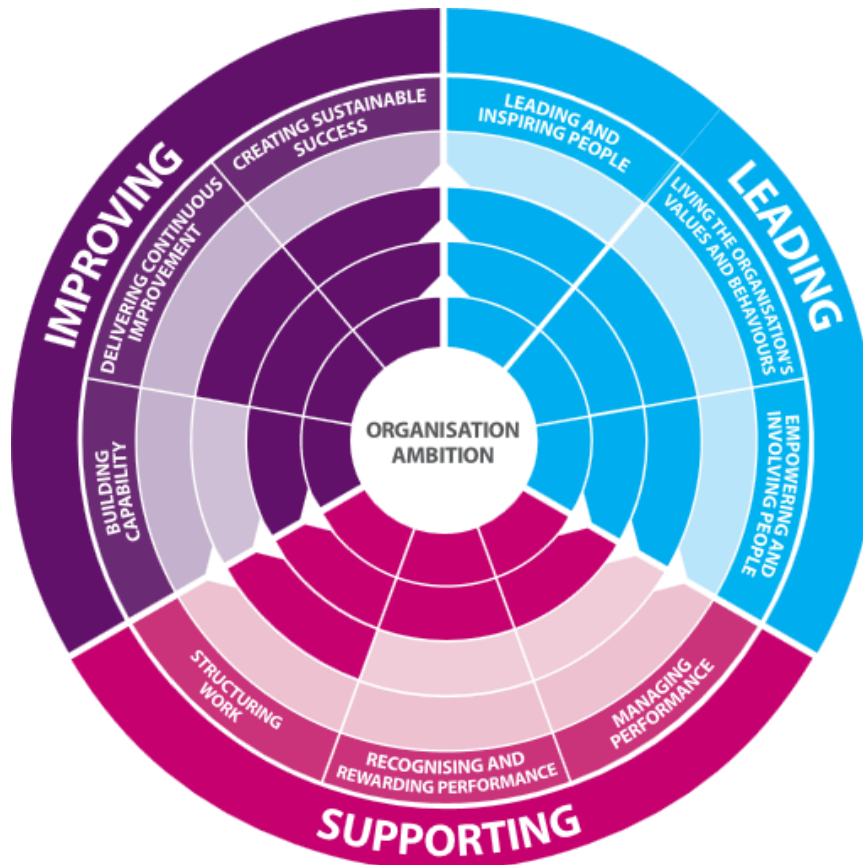
Since Compass was last reviewed in 2014 there have been some major changes within the staffing teams and a senior management restructure. This has been due to the retendering process undertaken by the local authority within Powys which resulted in a loss of a large portion of long serving trained staff and gained a number of non-trained staff under TUPE arrangements. For the first year it required a considerable amount of work guiding staff in the change of policies and procedures and also Compass company culture. Through close working relationships with managers and a focus on training, Compass have brought the staff up to previous standards and the consistency of the management team have assisted in this change process.

The assessment revealed a large number of advanced indicators and the 'to be' heatmap shows that the organisation is focussed on further improvements as it continues to develop people, who are the core to its ambition. Compass has a clear mission statement and supported living principles that along with the Care Council's code of conduct form the basis of all that they do. Compass demonstrate many strengths especially in their open and supportive leadership approach and people centred training and development.

The assessment also provided clear recognition that improvements could be made to support the effectiveness and sustainability of the organisation. These opportunities for improvement included:

- Values are at the heart of what the organisation does and while they encompass both staff and clients it may be useful to separate the core values that apply to staff so that they can be used to support the overall ambition.
- Consider using feedback from the behaviours of people against the core values in order to improve performance to ensure that the organisation's values are being demonstrated at the level to support the client supported living principles, which are at the heart of the organisation.
- Review and update reward and recognition practices to reflect non-financial ways to make people feel more appreciated for what they do, when financial rewards are not feasible in the current economic climate.
- Increasing the flexibility of the way that people are being developed and providing career progression opportunities to ensure a planned approach to succession planning

Compass Community Care has noted its commitment to use the IIP framework as a key part to supporting its growth by developing its people and management processes and by addressing areas for improvement which will enable the company to maintain the IIP standard over the next 3 years.



In order to retain the Gold accreditation Compass will need to prepare an action plan to meet at least one of the recommendations outlined in the Recommendations and Next Steps section in one or more of the following Indicators, within the next 12 months:

4. Managing performance
5. Recognising and Rewarding Performance
6. Building Capacity

Detailed Assessment Outcome

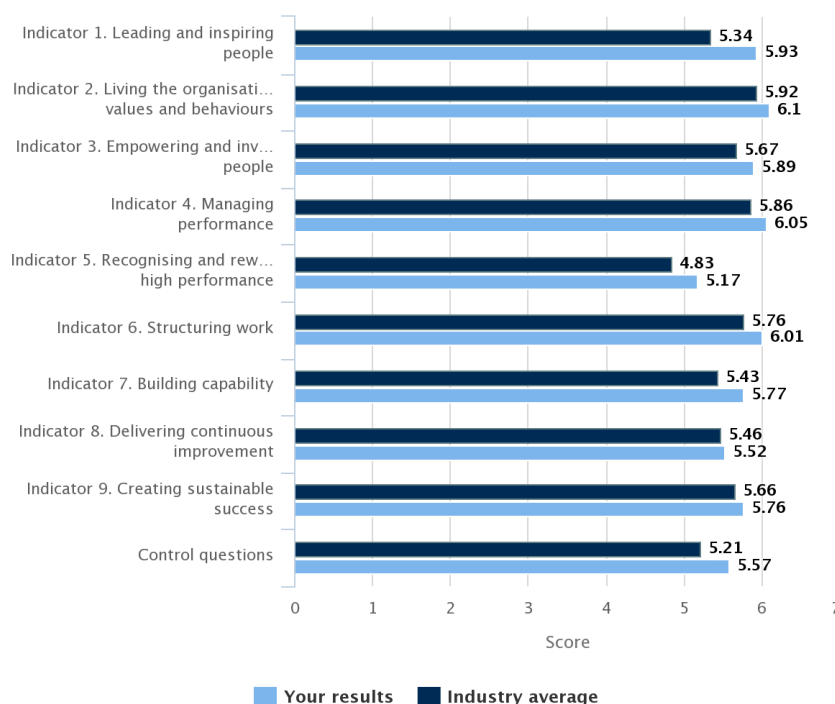
This section provides a detailed analysis of Compass Community Care's assessment against the IIP framework. An overview of the results from Compass Community Care online assessment and alignment with the education sector can be found below and are discussed in more detail on the following pages.

Overview of online assessment results

| IIP Indicator | Strongly agree | Agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Disagree | Strongly disagree |
|--|----------------|--------------|----------------|----------------------------|-------------------|------------|-------------------|
| Indicator 1. Leading and inspiring people | 30.25% (78) | 46.25% (118) | 14.75% (38) | 5.00% (13) | 1.25% (3) | 2.00% (5) | 0.50% (1) |
| Indicator 2. Living the organisation's values and behaviours | 39.50% (101) | 46.00% (118) | 7.25% (19) | 2.25% (6) | 2.25% (6) | 2.00% (4) | 0.75% (2) |
| Indicator 3. Empowering and involving people | 22.00% (56) | 57.00% (146) | 14.50% (37) | 2.75% (7) | 1.75% (5) | 2.00% (5) | 0.00% (0) |
| Indicator 4. Managing performance | 31.50% (81) | 51.00% (131) | 12.00% (31) | 3.00% (7) | 0.50% (1) | 2.00% (5) | 0.00% (0) |
| Indicator 5. Recognising and rewarding high performance | 12.50% (32) | 37.75% (96) | 21.25% (54) | 15.75% (41) | 7.25% (19) | 4.75% (12) | 0.75% (2) |
| Indicator 6. Structuring work | 26.50% (68) | 54.75% (140) | 11.50% (29) | 5.75% (15) | 1.50% (4) | 0.00% (0) | 0.00% (0) |
| Indicator 7. Building capability | 24.25% (62) | 46.50% (119) | 17.00% (44) | 8.00% (21) | 2.00% (5) | 1.75% (4) | 0.50% (1) |
| Indicator 8. Delivering continuous improvement | 14.00% (36) | 47.75% (122) | 23.00% (59) | 9.25% (24) | 2.25% (6) | 3.25% (8) | 0.50% (1) |
| Indicator 9. Creating sustainable success | 22.00% (56) | 49.00% (126) | 14.50% (37) | 12.00% (31) | 2.00% (5) | 0.50% (1) | 0.00% (0) |
| Control questions | 19.75% (50) | 45.50% (117) | 17.50% (45) | 10.50% (26) | 2.25% (6) | 4.50% (12) | 0.00% (0) |

Please note that some totals will exceed the number of overall submissions due to multiple questions across indicators.

Alignment summary



Recommendations and Next Steps

The following recommendations for the leadership team are based on the professional judgement and assessment of Compass Community Care undertaken by Paul Lane.

- **Indicator 2. Living the organisation's values and behaviours.** It is clear that the values are at the heart of what the organisation does and while they encompass both staff and clients it may be useful to separate the core values that particularly apply to staff, so that they can be used to support the overall ambition to provide excellence and to exceed support standards for all clients. For example, openness, transparency, integrity, trust and respect could be included in reviews of performance and could make people more comfortable in challenging behaviours of colleagues and managers, which is an area that needs further progress.
- **Indicator 4. Managing Performance** - Consider integrating the review of people's behaviours into the support and development sessions and annual appraisal process to ensure that the organisation's people focussed values (Indicator 2 above) are being demonstrated at the level to support the client supported living principles. This is part of the strategic ambition to ensure that the values and standards of managing performance are applied consistently by managers over the whole organisation.
- **Indicator 5. Recognising and Rewarding High Performance** - This is a difficult area in this sector to be able to reward people with a level of remuneration which reflects their roles and responsibility. Recognising people's performance and contribution therefore in non-financial ways is especially important to make them feel appreciated for what they do as only 52% of people strongly agreed/agreed with this statement. Use the staff forum and other feedback from staff to find out what they value and what is practicable to add to the current list of initiatives. This is to help to ensure that the continuing financial and other investment in people is understood by people and that they have an input into non-financial rewards which they value and reflect their hard work and dedication to make them feel more valued, supported and happy in their roles and therefore help to achieve the organisation's overall ambition.
- **Indicator 7. Building Capability** - Consider increasing the flexibility of the way that people are developed using innovative solutions, e.g. e-learning as well as more traditional methods to meet the different needs of people. Continue to identify people with potential so that they can help to meet future requirements of more senior roles through a planned programme of succession planning. This will help to ensure that the culture of the organisation is maintained and that people who wish to progress are given opportunities to develop, which is in line with the strategic ambition 'to strive for excellence and to exceed all support standards'.

The key dates for the next stages of Compass Community Care's IIP journey are set out below:

| Compass Community Care Accreditation date | Compass Community Care 12-Month Review | Compass Community Care 24-Month Review | Compass Community Care Accreditation Expiry |
|---|--|--|---|
| 18/05/2017 | 18/05/2018 | 18/05/2019 | 18/05/2020 |

Appendix 1 – Outcomes Table

| | Not met | Developed | Established | Advanced | High Performing |
|---|---|-----------|-------------|----------|-----------------|
| Leading and inspiring people | Creating transparency and trust | | | | |
| | Motivating people to deliver the organisations objectives | | | | |
| | Developing leadership capability | | | | |
| | Leading and Inspiring People | | | | |
| Living the organisation's values and behaviours | Operating in line with the values | | | | |
| | Adopting the values | | | | |
| | Living the values | | | | |
| | Living the Organisations Values and Behaviours | | | | |
| Empowering and involving people | Empowering people | | | | |
| | Participating and collaborating | | | | |
| | Making decisions | | | | |
| | Empowering and Involving People | | | | |
| Managing performance | Setting objectives | | | | |
| | Encouraging High Performance | | | | |
| | Measuring and assessing performance | | | | |
| | Managing Performance | | | | |
| Recognising and rewarding high performance | Designing an approach to recognition and reward | | | | |
| | Adopting a culture of recognition | | | | |
| | Recognising and rewarding people | | | | |
| | Recognising and Rewarding High Performance | | | | |
| Structuring work | Designing roles | | | | |
| | Creating autonomy in roles | | | | |
| | Enabling collaborative working | | | | |
| | Structuring Work | | | | |
| Building capacity | Understanding people's potential | | | | |
| | Supporting learning and development | | | | |
| | Deploying the right people at the right time | | | | |
| | Building Capability | | | | |
| Delivering continuous improvement | Improving through internal and external sources | | | | |
| | Creating a culture of continuous improvements | | | | |
| | Encouraging innovation | | | | |
| | Delivering Continuous Improvement | | | | |
| Creating sustainable success | Focusing on the future | | | | |
| | Embracing change | | | | |
| | Understanding the external context | | | | |
| | Creating Sustainable Success | | | | |